

65 per cent of its new inquiries, with the rest coming from other countries. In South Korea, Nikko has sold 100,000 shares in Japan, which is 10 per cent of its total sales. The company is now looking to expand its investments in Japan, particularly in the country's industrial sector. The company is also looking for opportunities to invest in new equity issues, and is now listed on the stock market in the Malayan region. The company's telephone network is now being expanded to cover the entire region, including the Philippines, Thailand, and Indonesia.

er yen

before South Korea's market stabilised, it had a period of rapid growth, with the company buying force in the market. It has now sold sharply as a result of this, and its cash reserves are now being used to buy back shares.

Yeltsin, president of the Russian parliament and the most popular politician in the Soviet Union, announced his decision only an hour before radical leaders of the Democratic Platform also stated their determination to leave the party. The twin blows came as the Soviet leader had appeared to consolidate his position. Page 22

Iraq executes Swede

Sweden recalled its ambassador from Iraq after Baghdad, ignoring appeals for clemency and hanged an Iraqi-born Swedish citizen accused of spying for Israel. Page 6

Coup claim denied

A radical Soviet general dismissed accusations of a possible military coup, saying that the army "from top to bottom" backed President Mikhail Gorbachev. Page 2

Return to work

A 10 day general strike in Nicaragua, which had brought the country to the verge of civil war, came to a sudden end after the Government gave in to a series of key union demands. Page 4

Hijacker sent home

Sweden said it would honour Moscow's request to extradite a 17-year-old boy who had been arrested in Stockholm in June. It hoped the action would help end a spate of Soviet airline hijackings. Page 22

Refugees arrive

Five ferries were en route to southern Italy, chartered by Italy, West Germany and France, to help retrieve thousands of Albanian refugees fleeing their hard-line communist state. Feature, Page 22

Kenyan appeal

The wives of several lawyers and government critics of President Daniel arap Moi's one-party rule in Kenya have appealed to Mr Nelson Mandela to help secure their husbands' freedom. Page 6

Nigerians protest

Demonstrators clashed with riot police in Lagos following the announcement last week that Maroko, a shanty town in Lagos, is to be demolished. Page 6

Mohawk stronghold

Hundreds of police moved into the Quebec town of Oka and surrounded a band of defiant Mohawk Indians intent on stopping the building of a golf course on their ancestral homeland. Page 24

Japan delighted

Japanese officials, politicians, businessmen and commentators have expressed delight with how they believe Japan asserted itself at the Houston summit. Page 4

Insects 'kill 30'

A mysterious, diamond-shaped insect whose bite can kill within four hours has claimed the lives of at least 30 people in flood-prone Bangladesh in the past month, doctors and newspapers said. Page 6

E German hand over

East Germany extradited two West German guerrilla suspects sheltered for years by the country's former communist leaders. The two are alleged members of the left-wing Red Army Faction. Page 6

Honours stripped

The East German city of Potsdam has discovered to its embarrassment that Adolf Hitler and Hermann Goering are still honorary citizens. It plans to revoke the titles as quickly as possible. Page 6

CONTENTS

Telecoms: Europe urged to adopt North American-style phone numbering 2

Sweeping away Cocom cobwebs: Rapid turnaround in US export control policy 3

Survival in the brave new world: Putting military technology to commercial use 9

Editorial Comments: A cold light on Houston 20

Mr Ridley's bad judgment 20

Politics Today: Why the United Kingdom should copy Germany 20

Lexi Markets: Hawker Siddeley, Rank, Sun Life, bank lending 22

China's cautious grain market: An experiment in cash delivery 23

Europe 2

Companies 28

America 4

Companies 28

International 6

Companies 27

World Trade 3

Currencies & money 42

28

Management 17

42 Observer 29

32 Shareholders 35

29 London 35-37

21 Technology 9

Lex 42

Unit Trusts 38-42

21 Lombard 46

21 World Index 48

21 Chief price changes yesterday: Page 23

21

21

21

21

21

21

21

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EUROPEAN NEWS

Ligachev: the last charge of an old Communist war-horse

By Quentin Peel in Moscow

MR YEVGENY KUZMINICH LIGACHEV, the man the liberals love to hate, promised to speak his mind at the 26th congress of the Soviet Communist Party. And when he did, the delegates loved it.

He denounced any form of private property being included in the party platform. He warned against any headlong rush into a market economy. He spoke bitterly of German unification being in reality West Germany swallowing the east. And he accused his colleagues in the Soviet leadership — by implication Mr Mikhail Gorbachev himself — of "thoughtless radicalism, and swinging from side to side" in the five

years of perestroika.

"I believe the party will remain Marxist-Leninist," he declared, in an obvious attack on Mr Alexander Yakovlev, the leading radical in the politburo. He said: "Some people have started talking about perestroika going ahead with or without the (Communist) party. I think that perestroika without the party is hopeless."

For that, he won by far the biggest ovation of the congress, repeated applause, and the obvious admiration of the conservative majority. He was the darling of the day.

Yet when the vote was announced for the deputy leadership of the party, the new post of deputy secretary gen-

eral, Mr Ligachev came a very poor second to the colourless Mr. Vladimir Ivashko, the former Ukrainian party leader, and Mr Gorbachev's compromise candidate for the job. He got only 76 votes in favour, while an extraordinary 3,642 voted against him.

The decision was popular enough on Moscow's streets. "One Kuzminich is more than enough," a taxi driver remarked, referring to the fact that Mr Ivan Kuzminich Polozkov, another arch-conservative, was elected leader of the new Russian Communist Party last month.

As far as the party congress was concerned, however, it is much more difficult to explain.

It is easy enough to understand why Mr Ligachev is popular with the party faithful. It is also in character that he should have spoken his mind.

"Many people believe that the conservatives at this congress are simply full-time bureaucrats, trying to protect their party jobs," according to a senior central committee official. "That is not the whole story. These are people who have believed in an ideology all their lives, and now it is all being called into question."

When they hear Yevgeny Kuzminich speaking, he answers the fear in their hearts: he is prepared to speak up and reassure them that the old ideology is still intact and worth fighting for. That is why they love him."

There were three ways in which Mr Gorbachev and his allies undermined the old war-horse. Speaker after speaker mentioned that he was in his 70th year, an embarrassing reminder of the old gerontocracy. Even if they want to be conservative, the party bureaucrats know they need a turn round and precipitate the split.

They may yet regret it, for the party and its ideology will never be the same again. But in the end their ingrained party discipline, and desperation to maintain a semblance of unity, overcame their natural inclinations. They were confined to the clapping.

Then, Mr Gorbachev made it painfully clear that Mr Ivashko, a pragmatic conservative of the new school, was his candidate, and he would find it hard, if not impossible, to work with anyone else. Once again, he used his personal stature,

and the bitter reminder that the party has no one to replace him, to push an unwilling congress his way.

Finally, and perhaps most importantly, it was clear that Mr Ligachev was a divisive candidate. At a time when the conservatives were themselves rallying to the cry of "consolidation," they could scarcely turn round and precipitate the split.

They may yet regret it, for the party and its ideology will never be the same again. But in the end their ingrained party discipline, and desperation to maintain a semblance of unity, overcame their natural inclinations. They were confined to the clapping.



Yevgeny Ligachev: congress darling only for a day

Spanish inflation rises but less than expected

By Tom Burns in Madrid

INFLATION in Spain rose less than expected last month, adding to pressures on the monetary authorities to lower interest rates in order to weaken an unusually high peseta.

Consumer prices rose by 0.3 per cent against a market expectation of 0.4, and a 0.5 increase in June last year. Last month's figures brought Spain's accumulated inflation for the first half of the year to 2.5 per cent and annualised inflation to 6.5 per cent, barely one point above the European Community average.

The figures come against a background of high domestic interest rates, which have pushed the peseta to the top of its 6 per cent fluctuation band in the Exchange Rate Mechanism (ERM) of the European monetary system. The peseta entered the ERM in June last year at a central D-Mark parity of Pts65 and is currently trading at Pts62.

Reacting to rising concern about the currency, Mr Carlos Solchaga, the Economy and Finance Minister, was quoted earlier this week as saying that "if the pressures on and the strength of the peseta continue much longer we could find ourselves obliged to consider whether the interest rate should be lower."

If the present base interest rate of 14.5 per cent is maintained by the monetary authorities, real interest rates in Spain, as a result of lowered inflation, will be as much as three points higher than in West Germany.

The pressure to lower interest rates is likely to increase as the market expects a continued good inflation performance in the short term. Analysts forecast that consumer prices will rise this month by not more than 1.1 per cent against a 1.5 per cent rise in July last year.

The authorities remain extremely cautious, however, over a significant drop in interest rates. Officials at the Bank of Spain stress that, in the absence of any firm fiscal measures by the Government, monetary policy remains virtually the sole weapon being used to cool the economy.

Soviet Union to reduce oil exports

THE SOVIET Union will supply Hungary with 160,000 tonnes less oil than it had contracted to supply the central European state in July according to the state MTI news agency, AP reports from Budapest.

The agency said the Soviet Union had originally agreed to supply 568,000 tonnes of oil during July, suggesting that as a result of the reduction, Hungary would receive only 398,000 tonnes. Last weekend, the Soviet government said it intends to reduce exports of crude oil and petroleum products by about 7m tonnes this year, because of increased domestic demand.

Hungarian oil industry officials are currently in Moscow to work out details of Soviet oil supplies. MTI said "the increasing Soviet reluctance to deliver oil to Hungary became evident in the first half of the year when, compared to the earlier practice, the Soviet partner only concluded contracts for a quarter of the year."

In the first half of this year, the Soviets delivered 1.8m tonnes of oil to Hungary, or only 42.3 per cent of the total 4.45m tonnes agreed for the full year. "Last month, a contract was concluded for the second half of 1990 to the delivery of the remaining 3.65m tonnes," MTI said.

Greece participates in the EMS pool of reserves for settling payments imbalances. But its precarious economy has stalled its entry into the exchange rate mechanism parity grid, which stabilises the exchange rates of member countries.

Greek hope for full EMS entry

By Ian Davidson in Paris

IMMIGRATION is likely to be an important source of labour supply in industrialised countries, offsetting the projected slow-down in the growth of the indigenous working population, according to the Organisation for Economic Co-operation and Development.

One important change is that the young population (aged 15-24), which was growing in most OECD countries during the first half of the 1980s, is now declining in the area as a whole by about 0.7 per cent a year.

Since some of the international economic organisations now probing the Soviet economy have Moscow as a member, they are all short of expertise on the Soviet economy. In its scramble for such expertise, the Commission is hoping to find academic experts on the Soviet economy that it can sign up to work this summer.

While the shape of any EC aid package is hazy in the extreme, Soviet diplomats here suggest that one element could be to speed up the removal of EC quotas on Soviet goods.

Armenian militants killed three people and wounded 24 when they ambushed a convoy in the disputed territory of Nagorno-Karabakh in the Caucasus, Reuter reports from Moscow.

It also tentatively suggests that the industrialised economies may respond to tightening labour markets by higher output, greater participation rates for women, and perhaps by reversing the trend to early retirement.

Immigration set to meet OECD labour needs

By Ian Davidson in Paris

IMMIGRATION is likely to be an important source of labour supply in industrialised countries, offsetting the projected slow-down in the growth of the indigenous working population, according to the Organisation for Economic Co-operation and Development.

In its annual Employment Outlook, the OECD says that employment in the industrialised countries continued to grow strongly last year but is expected to expand more slowly this year and next, in line with the projected easing in output growth.

As a result, unemployment in the OECD area, which declined last year for the sixth year running, is likely to level off this year and may even increase slightly in 1991.

Despite the decline, the current average unemployment rate of 6.4 per cent of the labour force remains high by historical standards. But since many member countries are operating at demand levels close to or even above potential output, the OECD argues that there is little scope for tackling the unemployment problem through increases in aggregate demand.

The answer, it says, lies mainly in structural adjustment, including improved training and skill development.

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Pöhl calls for rapid E German action to boost competition

By Andrew Fisher in East Berlin

MR KARL OTTO POHL, president of the West German Bundesbank, yesterday stressed the need for rapid changes in the East German economy to promote competition and provide jobs.

"Radical structural change in the East German economy as soon as possible is absolutely unavoidable if there is not to be a high volume of unemployment," he said, after the central bank's first council meeting in East Berlin.

While expressing satisfaction at the relative smoothness with which the D-Mark had been introduced into East Germany, Mr Pöhl said it was inconceivable that uneconomic jobs in East Germany should be financed over the long term by West German tax revenues.

The real problem is the profitability, the competitiveness of the East German economy. As everyone knows, companies are often producing the wrong products for the wrong markets and costs, which are out of line with market levels."

This issue was at the centre of the central bank council's discussions yesterday involving Mr Lothar de Maizière, the East German Prime Minister, Mr Theo Waigel, the West German Finance Minister, and Mr Walter Römer, his East German counterpart. Mr Pöhl said this central economic question went beyond the provision of liquidity for consumers and companies, for which the Bundesbank is now responsible in both Germany.

East Germany had to create the conditions under which companies from West Germany, western Europe, the US, Japan and elsewhere would invest there, Mr Pöhl said. He expressed confidence that the necessary investments would take place, but his statement seemed designed to edge the East German government towards faster, more far-reaching economic action.

He pointed to the East German retail sector as one where the free market had not been able to penetrate properly. Asked if East Germany was in danger of keeping too much interventionism and regulation, Mr Claus Kohler, a Bundesbank director, said: "Cur-



Mr Pöhl (left) with Prime Minister Lothar de Maizière at yesterday's Bundesbank meeting in East Berlin

rency union only occurred 12 days ago." This had followed 40 years under the old system.

"You can't pass judgment on people who have been used to a planned economy for 40 years. The process needs patience."

Describing implementation of currency union, Mr Pöhl said it had been achieved with less friction than he expected. The Bundesbank had sent DM25bn (58.4bn) in cash into East Germany. Less than half of this had been withdrawn.

People were mostly being sensible with their new D-Marks.

He repeated earlier assurances that price stability could be preserved in both Germany, though he was concerned about some recent wage deals in West Germany and

price trends in construction, partly aggravated by too much subsidising of home-building in West Germany.

Mr Pöhl also said that East German wage negotiators seeking high settlements should be aware that they were also influencing employment levels.

"The competitiveness of East German companies depends to a large extent on the size of wage costs."

• West German banks are reluctant to lend to East German companies, currently struggling with liquidity problems, according to a survey by the Handelsblatt newspaper. The banks say it is too early to judge companies' survival prospects and immediate aid should come mainly from the public sector.

Mr Jacques Delors will next week make his first visit to Moscow as European Commission president.

Mr Pöhl said that the government would be forced to end subsidies and rely more on initiative and competition to revive the economy.

The economy, which was one of the most highly centralised in eastern Europe until Mr Nicolae Ceausescu, the former President, was ousted from power in a bloody revolution last December, has failed to

improve in any area.

During the first six months, industrial production fell by more than 16 per cent and output was worth 532bn lei (15bn) compared to 656bn lei (21bn) over the same period last year. Imports, consisting mostly of crude oil and food, rose 46 per cent in the first six months of 1990, while exports fell 43 per cent.

When the first-quarter figures were published, the ruling National Salvation Front blamed the sharp fall in industrial production on the dislocation caused by the revolution.

The NSF, which was catapulted into power following the overthrow of the army in 1989, remained reluctant to introduce any structural reforms.

The NSF has launched two studies of how it might aid the Soviet Union, one of them co-ordinated by the Commission and the other under the aegis of the International Monetary Fund.

But the EC is working to a tighter deadline. Member states have instructed their Brussels executive to produce proposals by 15 October, while this week's Houston summit calls for completion of the IMF-led study by the end of the year.

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Textile groups agree plans to phase out MFA

By Alice Rawsthorn

THE LEADING textile companies in Europe and the US have agreed on proposals for the end of the Multi-Fibre Arrangement (MFA), which include the formation of an international body to regulate the liberalisation of the textile trade.

Under the proposals, the MFA, the bilateral trading agreement which regulates textile trade, would be phased out over a period of 15 years after the present agreement expires next summer.

These proposals were formulated at recent meetings in New York and Geneva between representatives of the European and US industries. They are now being circulated to trade officials in Washington and Brussels and at the current Uruguay Round of multilateral trade negotiations in Geneva.

The European industry was represented by ELTAC, the Brussels-based body recently formed by the largest European textile groups. The representatives for the US were the American Apparel Manufacturers Association for the clothing companies and the American Textile Manufacturers Institute for the textile producers.

In recent months the large textile companies have become increasingly concerned about the postponement of negotiations on the MFA and textiles until the completion of the controversial Gatt Uruguay Round negotiations on agriculture.

Export credit rates to rise, says OECD

By William Dawkins in Paris

OFFICIAL credits for exports from the 24 western industrialised nations to the developing world are to become slightly more expensive from July 15.

The Paris-based Organisation for Economic Co-operation and Development (OECD) yesterday signalled that the minimum interest rate for officially-backed export credits on sales to intermediate and relatively poor countries – broadly South-East Asia, South America and Africa – will go up by 0.9 of a percentage point. This is the first rise for a year, and reflects increases in long-term interest rates in the countries participating in the OECD's export credits arrangement.

Paradoxically, it comes as western nations are considering debt forgiveness plans for developing countries. However, OECD officials point out that officially-backed export credits are not intended as a direct aid tool, even though sales to

ABB in pact with Poland on second joint venture

By Charles Leadbeater, Industrial Editor

ABB, the Swedish-Swiss engineering group yesterday unveiled plans for its second joint venture in Poland, confirming its position as one of the most active western companies in eastern Europe.

ABB, Europe's largest electrical engineering group, said it had reached a basic agreement with the Polish Government over a joint venture with the Dolmen enterprise. It would establish two joint companies employing 3,300 people, which would come into operation in September.

ABB Dolmen will manufacture turbogenerators, hydrogenerators and related services, while Dolmen Drives will make drives and traction motors. The terms of the agreement with Dolmen are likely to be modelled on ABB's first joint venture launched in February with Zamech, the Polish turbine manufacturer. ABB

ICL signs marketing deal with US computer group

By Alan Cane

ICL, the information technology arm of STC of the UK, has further cemented its relationship with Sun Microsystems, one of the fastest growing US computer companies.

It has signed a joint marketing agreement with the US company through which Sun will market ICL's DRS 6000 computers, while ICL will market Sun's workstations and file servers.

This arrangement, which will take effect immediately, will apply only to the US. However, ICL expects to extend the agreement worldwide later this year.

ICL rejected analysts' suggestions that the agreement with Sun was pointing to a much closer relationship with the US company, possibly

Alcatel and Motorola in patents deal

By William Dawkins

ALCATEL, the French telecommunications group and Motorola, the US electronics company, have agreed to share each other's patents for the future generation of European mobile telephone systems.

The accord, the first of its kind, is a significant step towards removing the risk of a damaging patent conflict in the European mobile telephones industry of the mid-1990s. It reduces the risk of different telecommunications group proceeding in parallel with conflicting patents and running into rows over intellectual property rights.

Yesterday's agreement means Alcatel and Motorola will license each other's essential patents for the Groupe Spéciale Mobile (GSM) standard, due to take effect in the European Community by 1992. Mobile phones based on digital communications will be of higher quality than analog cellular radio telephones.

Alcatel is already developing a pan-European GSM system with AEG of West Germany and Nokia of Finland. However, the Motorola accord does not tackle the whole problem of patent conflicts, since other electronics groups, also hold GSM patents.

Sweeping away CoCom cobwebs

Nancy Dunne on the rapid turnaround in US export control policy

IN THE "secured" set of offices in the US Commerce Department's Bureau of Export Administration, Elvis, Stela and Elain stand ready for a surge of telephone calls.

Since the US allies reached agreement in Paris last month, a sweeping liberalisation of export controls is under way. Elvis, Stela and Elain – the Bureau's voice-automated computer systems – will field the bulk of US exporter queries about new rules and will process with astonishing speed most of the licences still required.

This sentiment makes the process of harmonising unilateral control regimes vital to Mr Kloske's success. Between now and the end of the year he is embarking on a "significant diplomatic effort" to sway the more reluctant CoCom governments to develop a common standard of security. Otherwise, he foresees friction among the allies with "the emergence of competitive disadvantages for nations that take a more restrictive, comprehensive approach."

His concern is heightened by the creation of the European Community's single market in 1992, when most intra-border controls will be lifted in the EC. There is, he acknowledges, reluctance among some allies to continue controls "either because they don't have the political inclination or their parliaments don't see the necessity."

If, in the end, some CoCom



Kloske: plots new strategy

governments produce minimal control lists and ineffective regulatory procedures, he is prepared to rethink his position. "When you see the US intransigence over licensing reform threatened the continued existence of the Paris-based 17-nation Co-ordinating Committee for Multilateral Export Controls (CoCom), he spearheaded an Administration turnaround last spring that won agreement to:

• Scrap this year 38 of the 116 product categories now covered by multilateral regulations:

• Restructure for multilateral curbs a brand new "core list" of the most sensitive technology products to replace the current control list next year;

• Harmonise – by April

one constituency in the morning, I'll get an late phone call from the other in the afternoon," he said. "It requires a certain mental agility and a great sense of humour, if not a little dose of cunning."

Neither his admirers, nor sceptics in the business community, doubt his possession of these qualities. But some detractors complain that the former Harvard and Oxford scholarship student is not burdened by an excess of modesty. But Mr Kloske seems serenely confident that the Bush Administration will back him in the development of a "user-friendly" export regime.

He has budgeted \$1m for consulting services to help the emerging democracies in eastern Europe to establish "safe-guard systems" for technology imports which are still to be forbidden to the Soviet Union.

He has also secured a mandate from the National Security Council to develop new proposals for North/South controls to contain the spread of missile technology and nuclear and chemical weapons.

In the meantime, he expects with the help of Elvis, Stela and Elain, to establish "transparency" in the crossfire between business and national security interests. "One of the great challenges of this job is that, if I please

Taipei lists China indirect investments

By Peter Wickenden in Taipei

TAIPEI has drawn up a preliminary list of 2,000 product categories eligible for indirect investment in China.

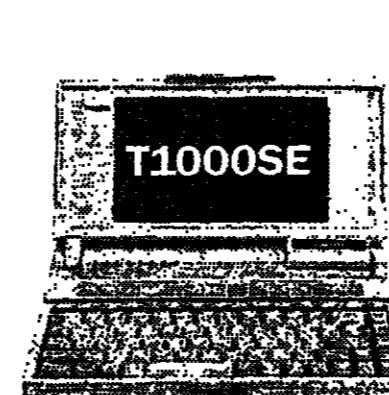
The government is concerned that, if left unregulated, growing Taiwanese investment in China will damage the island's economy. Currently, direct investment in China is banned and there are no rules to govern indirect investment through intermediaries.

The categories include labour-intensive products in which Taiwan industry is no longer competitive, such as unprocessed food, apparel, construction materials, textiles, and shoes. They also include low-technology electrical consumer goods. Investments that threaten Taiwan's economic growth or national security will not be allowed.

The Ministry also decided that in future only investment projects worth more than \$1m will require Taipei's prior approval. Over 1,100 Taiwanese companies have already indirectly invested at least \$1.1bn in projects in China.

Direct trade remains banned, and new rules will restrict export of high-technology goods to China. Violators will be banned from exporting for up to one year. The Cabinet still has to pass the new rules.

When asked to vote for the best portable PCs in the world, most people had the answer right in front of them.



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Its biggest brother, the T5200, with a powerful 386® chip, scooped the award for the Best Mains Powered Portable. At 100 megabytes it more than doubles the storage of most desk-bound PCs. The screen is so crisp your sales charts will look even more impressive. All our portables take every kind of industry standard business software package, so you can really take your company places.

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Venezuelan court seeks to arrest former minister

By Joe Mann in Caracas

A VENEZUELAN court investigating corrupt practices has issued a warrant for the arrest of Mr José Angel Chávez, former Interior Minister and once acting president of the country, and Mrs Blanca Ibáñez, personal secretary of former President Jaime Lusinchi throughout his 1984-89 term of office.

The Public Safeguard Court, set up to investigate misuse of public funds, issued a total of 12 warrants on Wednesday. It also asked the Supreme Court to rule whether there was cause to strip Mr Lusinchi and another politician, Mr Antonio Aranguren, of their Congressional immunity.

The Safeguard Court is reported to believe there is cause to press charges against Mr Lusinchi and Mr Aranguren, who was a state governor during the Lusinchi administration. If the Supreme Court decides there is cause to rescind any Congressional immunity, Congress must then vote on the matter before an

arrest warrant might be issued. This is the first time in Venezuela in 15 years of democracy that an ex-president elected by popular vote, and an official who was acting president during the chief executive's overseas trips, have faced direct legal action related to corruption charges.

Mr Lusinchi called the court's decision part of a political intrigue aimed at damaging him and his associates. He and others have asserted publicly that they are innocent.

The Safeguard Court's actions were prompted by a purchase by the Lusinchi administration of 65 jeep-type vehicles, then given to members of the governing Democratic Action party.

It is alleged that Mr Lusinchi, his former Interior Minister, and his ex-secretary were responsible for improperly giving away Government property. The case is the hub of efforts to find parties guilty of widespread corruption while Mr Lusinchi was in office.

Strike ends as Managua agrees workers' demands

By Tim Coone in Managua

A TEN-DAY general strike which had paralysed Nicaragua and brought it to the verge of civil war, ended suddenly yesterday, after the Government acceded to a series of key demands by the powerful National Federation of Workers (FNT).

In return for a 43 per cent wage rise, linking of payrolls to the new "gold cordoba" monetary standard, repeal of a privatisation decree affecting state farms, and a guarantee of job security to state employees, the FNT yesterday told its members to return to work and end the occupation of factories and farms.

Two days' chaos in Managua and widespread armed skirmishes between right-wing gunmen and strikers, which led to over 100 casualties, pre-empted the negotiated end to the dispute.

Flanked by her entire Cabinet, President Violeta Barrios de Chamorro publicly recognised the key role played by

the police and armed forces in containing the violence and re-establishing law and order.

Both institutions were rebuilt under the former Sandinista Government, and doubts existed when the strike started whether they would remain loyal to her government or side with the striking workers.

General Umberto Ortega, armed forces head, swore his loyalty to the constitution and President Chamorro, but added: "Neither army nor police will ever open fire against the people."

At the height of the crisis, Vice-President Virgilio Godoy had called for violent repression of the strikers, and had independently begun to form "National Salvation Brigades" intending to confront the strikers on their barricades and in their occupied work-places.

President Chamorro played this down, saying: "He is free to do as he pleases, but I am President."

US investors 'lose \$1.1bn to international swindlers'

By Janet Bush in New York

SMALL investors in the US were swindled out of \$1.1bn in 1988 and 1989 by a growing number of international investment frauds, according to the North American Securities Administrators Association, which groups state securities regulators.

This was one finding of a study published yesterday and commissioned by a congressional sub-committee which warned that international investment scams are the fastest growing fraud problem faced by state regulators.

The study also concluded that the US response to international fraud was not co-ordinated and that international

swindlers were exploiting this.

"The NASA study findings make it clear that global investing can mean a world of hurt for unwary consumers who place their trust in a stranger thousands of miles away on the other end of a long-distance phone line," said Mr Douglas Mays, Kansas Securities Commissioner and president-elect of NASAA.

He recommended that a joint federal-state inter-agency working group be set up on international financial fraud and that the Securities and Exchange Commission should work with state agencies to set up an international database to track global fraud.

"The low-interest loan package is the third in a series viewed by Peking as *de facto* war reparations, and was due to be released on April 1. But Tokyo suspended the loans as part of the international reaction against the crushing of the pro-democracy movement in Peking in June last year.

Since March, the Japanese government has been keen to begin lending, and work has continued on assessing projects for funding. However, fear of criticism from the US and especially President George Bush, who has a great personal interest in China policy, has kept the package on hold until the summit.

Japanese Foreign Ministry officials have been assessing a list of projects sent by Peking early this year. A mission was recently sent to China to inspect sites for proposed loans in areas such as agriculture and energy generation.

"We will discuss the timing of the loans when our Houston delegation returns and, theoretically, we will send a government mission to China. The appraisal work will continue and then the specific pledges

will be made," a Foreign Ministry official said.

Japanese trading houses yesterday were hopeful that the lifting of the suspension would change the international attitude towards doing business with China, but were uncertain that the loan package would produce big contracts.

One trading house said that it was targeting projects in telecommunications and air-

port equipment. But a loan official said Japanese companies in China tended to get less than the 40 per cent of contracts they normally win from United Japanese aid.

Japan's trade with Peking in the last year has been slowed by international pressure for business restraint and by the austerity drive, which has limited the use of foreign exchange.

Last fiscal year, Japan's total exports to China fell by 25.3 per cent to \$7.45bn (£4.17bn) while imports from China rose by 8.7 per cent to \$11.17bn. The leading 18 trading houses reported that, in the first three months of this year, their contract value with China was down 49.6 per cent on the equivalent period last year.

Commercial loans by Japanese banks to China are now expected to flow more freely. Several banks have made loans through Hong Kong subsidiaries since late last year, and Mitsubishi Trust and Banking Corporation has just approved an aircraft leverage-lease package for Peking.

About half of China's \$40bn foreign debt is owed to Japan, but provincial governments want to increase their borrowing from Japanese banks, which, until June 1989, tended to offer the most attractive interest packages.

Robert Thomson

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AMERICAN NEWS

FT WRITERS EXAMINE RESPONSES TO THE HOUSTON SUMMIT ACROSS THE WORLD

Seven on winning side find consensus

THIS week the Group of Seven leaders looked confident that they are on the winning side. For the Houston summit was a test for the individual democracies. Could they handle success? With the end of the Cold War era, would underlying economic and political divisions reassess themselves?

In the end, the summit was remarkable for the consensus displayed on how modern economies should run and on the close links between economic prosperity and democracy with all its trappings — such as free elections, freedom of expression and increased respect for human rights.

It was a sharp contrast to the early summits of the mid-1970s, which were based on widespread worries about the future of the world economy.

The G7 meetings have graduated from mere economic crisis management — the concern about exchange rates that led to the creation of the summits — to becoming something of a directorate for moving forward on a series of wider issues. Operational questions of interest rates and exchange market intervention are now left to parallel meetings of finance ministers and cen-

tral bank governors. The leaders have developed a minimalist style of politics to other countries. The prolystising aspects of the summits has received a big fillip from recent developments in eastern Europe, the Soviet Union and Latin America.

Houston has also been a reminder that inter-dependence is not confined to the summit seven and the European Community. This is underlined by the final communiqué sections on the international trading system and the environment. There were references to the Uruguay Round of trade negotiations having "the highest priority on the international agenda".

On agriculture, the leaders promised to maintain a "subsidy-free environment" and to exercise the political involvement and to make concessions with the justification that this is in some wider, collective interest. This involves fudges and compromises, but as in the case of agriculture this year, it can provide the political momentum to remove blockages in negotiations.

Peer group pressure has an effect. Pledges made one year are fulfilled, in part or whole, by the appointed dates.

This has been shown by the push to take action on ozone depletion that came from last year's Paris summit and the successful conclusion of last month's London conference on chlorofluorocarbons. Even on carbon dioxide emissions, while there are no firm commitments, there was some progress this year with the recognition that the lack of full scientific certainty is no excuse to postpone action.

The leaders are willing to acknowledge when things are going wrong in their own countries. Mrs Margaret Thatcher was quite blunt on Wednesday in admitting that the UK was less successful than others in controlling inflation.

More generally, the summits provide opportunities for individual leaders to make concessions with the justification that this is in some wider, collective interest. This involves fudges and compromises, but as in the case of agriculture this year, it can provide the political momentum to remove blockages in negotiations.

The other striking change is in the balance within the G7. The US is no longer dominant and able to ensure

support, albeit at times reluctant, from Europe and Japan. Mrs Thatcher put it succinctly: "There are three regional groups at this summit — one based on the dollar, one based on the yen, one on the D-Mark."

Not only is Chancellor Helmut Kohl riding high as Europe's most influential leader — and clearly savoring the experience — but Mr Toshiki Kaifu, Japan's Prime Minister, has also been more active than his predecessors.

Some have seen the summit as underlining the development of a multipolar world with countries going their own way — for instance, Japan resuming bilateral lending to China and West Germany providing credits to Moscow.

But the US president remains the single most influential figure — now, though, befitting Mr Bush's style, as a leading partner. That recognition has contributed to the evolution of these annual summits into a central forum for international co-operation across a broad economic and political agenda.

Peter Riddell/Peter Norman

Brussels chalks up victory on farm reform

THE feeling in Brussels after the Houston summit — exemplified by a relaxed looking Mr Ray MacSharry, EC's Agriculture Commissioner, who pronounced himself pleased with the Houston text — is that US attempts to force the pace on farm trade reforms have been headed off.

The objective of "substantial, progressive reductions in support and protection for agriculture" is felt to be consistent with the Community's position. EC officials note with satisfaction that there is no reference to Washington's persistent call for complete dismantling of farm subsidies. And that the EC's insistence on a "global" approach to internal support, export subsidies and import protection has been upheld.

Indeed, the Commission insisted yesterday that the EC had made no concessions to the US on reducing agricultural support that had not already been made more than a year ago in the Mid-Term Review of the Gatt negotiations.

Ministers of the 12 EC states are likely to stand by the Houston declaration on agriculture, Community diplomats said yesterday, even though only the four EC largest states and the European Commission attended the summit and are formally committed to its communiqué.

The chief reason for this is West Germany, France, Britain and Italy — the big four who go to Western economic summits — happen to span almost the range of Community views about agricultural reform.

Referring to US efforts to single out export subsidies for special attention, Mr MacSharry claimed that abolishing them would land the Community with a Ecu80 to Ecu70m (£3.5bn to £4.5bn) bill for food surplus destruction, or would put 3m to 4m of the Community's 11m farmers out of business.

He insisted that export subsidies would be reduced anyway as internal EC support for farmers and import tariffs ultimately came down.

There are three reasons why liberals should pause before assuming that the Houston summit represents the decisive turning point:

• For all the enthusiasm expressed for the final objectives no realistic figures for subsidy cuts have yet been tabled. More significantly key differences remain between the EC and the US over what common measure can be used to quantify the widely varying mechanisms of farm support. The G7 leaders said it was critical that this should be finalised by the July 23 meeting of the Trade Negotiating Committee of the Gatt.

• Notwithstanding the influence of international opinion, the EC is not at the moment under any serious financial pressure. That was the key factor which forced heads of government at the February 1988 summit in Brussels to impose their own disciplines on farm spending, known as budget stabilisers. At the same time, though the EC increased its financial resources and thereby provided more headroom for farm spending, a "cushion" which has been made more comfortable by favourable developments in international markets. There are ample signs that production of grains, dairy products, oilseeds and sheep meat may again spiral out of control. But the next "crunch" for the Community budget is not expected by the experts for at least a couple of years.

• Much, meanwhile, could depend on the personal and sometimes acrimonious battles which has been taking place behind the scenes between Mr Frans Andriessen, the EC's External Relations Commissioner, and Mr MacSharry.

Mr Andriessen is seen, particularly in Washington, as the more enthusiastic for farm reform and by all accounts he has tried to strike a more compromise note within the Commission.

He and others, however, may have underestimated Mr MacSharry who — ironically due to Mr Andriessen's own determination as Agriculture Commissioner at the start of the Uruguay Round — has the portfolio which gives him detailed charge of the farm negotiations.

So far he has justified the description of one close friend as "a formidable street fighter" and with his growing ambition to re-enter Irish politics he does not appear going down the line — as the man who sold out on the CAP.

An intriguing question is whether Mr Jacques Delors, the Commission President, who may play a crucial role on this as on other issues — has similar intentions.

Tim Dickson/David Bechtel

Pressure grows for world farm trade deal

By William Dulforce

A traditional kimono painter in Tokyo draws a caricature on a T-shirt of Prime Minister Toshiki Kaifu in cowboy hat while he was at the Houston summit



Bush seen as winner on farms

WITH THE US administration's stake in the Uruguay Round of trade negotiations so high, Congressional elections due in November, and worries about US trade competitiveness abounding, the debate over agriculture at the Houston summit was one President George Bush could not afford to lose.

To most of the farm and trade interests watching the summit from Washington, the president emerged a clear winner. He did not prevail in his insistence on a total phase-out of all trade-distorting subsidies and farm programs, but the stalemate with the EC was broken. The negotiating process is felt in the US to have been broken.

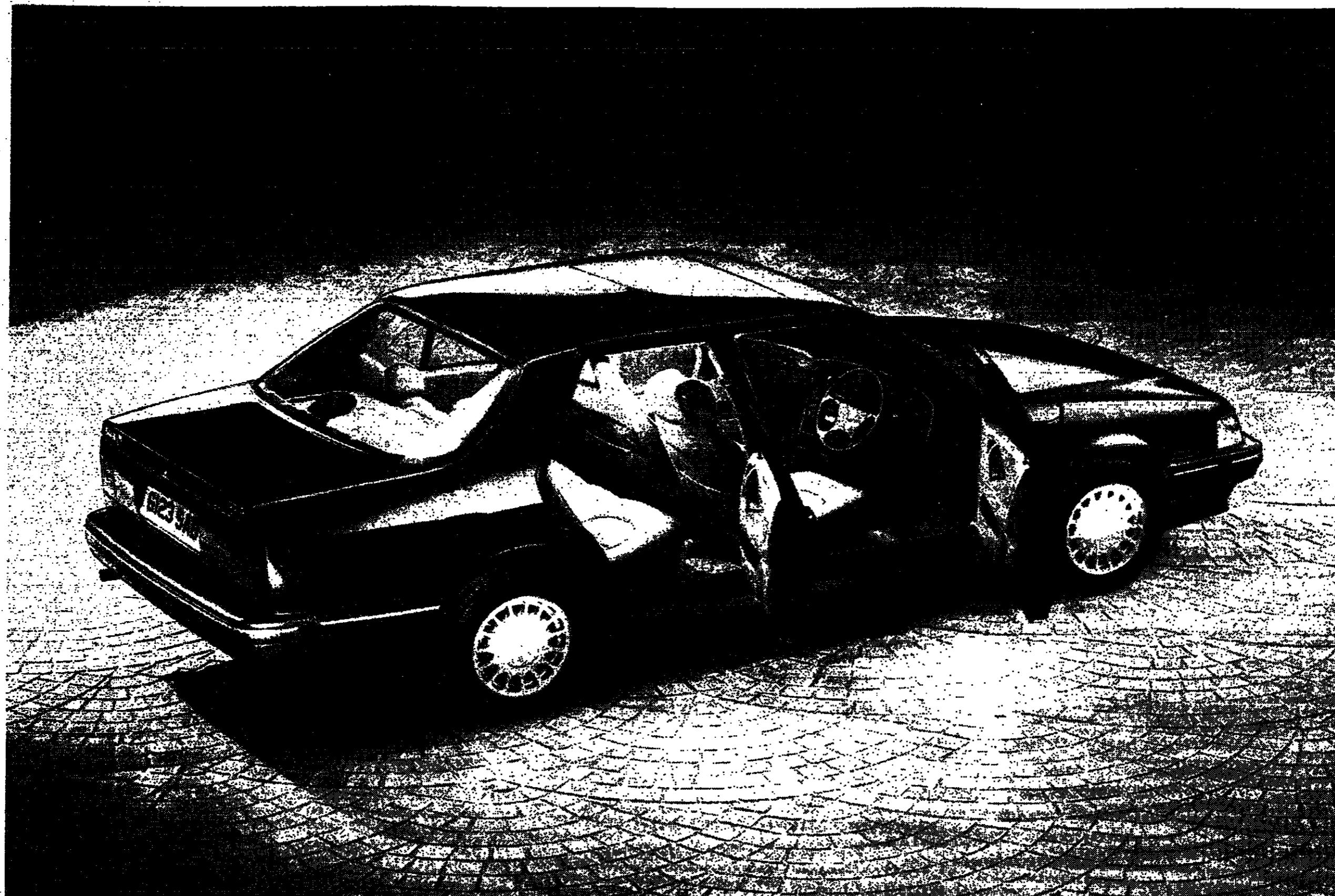
Mr Fred Bergsten, director of the International Institute of Economics, said the communiqué compromise, which called for "substantial progressive reductions in all support and protection" meant both the US and the EC had retreated from extreme positions. The US dropped its insistence on total elimination of supports and the Community agreed to reduce both export subsidies and the protection it provides farmers through internal supports.

The mainstream farm groups, which have publicly supported US policy but privately fear loss of supports, generally praised the agreement. But the American Soybean Association worried that it created an opening for the EC to provide further protection for oilseeds.

Some commentators acknowledged the reason Mr Toshiki Kaifu, Japan's prime minister, was able to influence the summit as much as he did was the support from President Bush and Mr James

Nancy Dunne

Stefan Wagstyl



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INTERNATIONAL NEWS

Nigerian economy grows more reliant on oil sector

By William Keeling in Lagos

THE NIGERIAN economy is becoming ever more reliant on its oil sector despite efforts to boost non-oil exports, according to figures recently released by the country's central bank.

The bank's 1989 annual report discloses that non-oil exports fell from \$720m in 1988 to just \$307.5m, despite efforts to diversify.

The report also highlights some of the difficulties faced by the private sector. The government of President Ibrahim Babangida adopted a programme of structural adjustment in 1985 but the new figures show that the private sector is finding it difficult to benefit from the increasingly liberalised economy.

Bank credit to the sector increased just 3.9 per cent in a year when money supply grew 21.5 per cent and inflation was officially recorded at 40.9 per cent.

Companies were also hit by high interest rates which "shot up to unprecedented levels in the second half of the year." The report quotes lending rates as reaching 25 per cent by September 1989, but by the year's end they had breached 30 per cent.

Manufacturing output is said to have increased 2.3 per cent with capacity utilisation standing at 42.4 per cent. The latter figure is contested by the Manufacturers' Association of Nigeria which puts capacity utilisation at 30 per cent by the



Babangida: reforms hampered

end of last year.

Although gross domestic product grew by 4 per cent, this was mainly due to clement weather conditions which resulted in agricultural growth of 6.1 per cent.

High interest rates forced many companies to the stock exchange in order to raise working capital. There were 128 new issues in 1989 which raised NL627bn (\$2.89bn), compared to 12 issues the preceding year.

The poor performance of the private sector was offset by improvements in the oil sector which accounted for 95 per cent of foreign exchange earnings.

The price of Nigerian crude on the world market rose during the year from under \$15 a

barrel to \$17.6 a barrel and actual production increased 18.3 per cent over 1988 to an annual total of 626.45m barrels. As a result, total foreign exchange receipts amounted to \$7.85bn, an 18.1 per cent rise over 1988.

But similar improvements are unlikely in 1990. In March the oil ministry announced that a 10 per cent cut in production was needed to keep within its Opec quota.

Since then, the price has continued to fall and the Government is thought to be having trouble keeping within its budget deficit targets. Last year the deficit reached NL15.3bn.

On a positive note, the Government increased its foreign currency reserves, now standing at more than \$2bn, or approximately six months' imports.

The increase is believed to have been in line with a World Bank agreement signed last year and is seen by many analysts as a sign of the Government's determination to abide by adjustment policy.

Servicing Nigeria's \$32bn external debt accounted for one-third of foreign exchange earnings and with new aid of \$1.2bn from the World Bank and \$0.2bn from the African Development Bank, Nigeria was a net exporter of capital in 1989 to the tune of \$1.1bn. New direct foreign investment in 1989 amounted to only \$188.5m.

Protesters clash with riot police

By William Keeling in Lagos

DEMONSTRATORS clashed with riot police in Lagos on Wednesday after the announcement, a week ago, that Maroko, a shanty town of 250,000 people, is to be demolished.

Witnesses said up to 30 arrests were made as police fired tear gas on protesters.

According to the residents, violence erupted after police turned back a delegation wanting to ask Col Raji Rasaki, the Governor of Lagos State, to visit the town.

Up to 1,000 people then tried to march to the seat of Government, Dodan Barracks, with a letter for President Ibrahim

Babangida. Riot police intervened to stop them.

The decision to demolish the shanty town was announced last Friday and followed 14 days of almost continuous rain in which many areas of Lagos were flooded.

Maroko was one of the worst affected and Col Rasaki said the enforced removal of the people was necessary for their own welfare. He said new land would be provided.

The residents are concerned that the relocation contingency plans are inadequate.

It is also unclear what plans have been made to relocate the residential and business development.

schools, churches, banks and hospital clinics.

In the letter intended for the President the residents said they considered the decision to demolish the town was taken to allow "interested land speculators ... to acquire this land for their own use."

Maroko is alongside an emerging residential area where leading businessmen and politicians are thought to have property interests. Observers agree that, if reclaimed, the land at present occupied by the shanty town would be attractive for residential and business development.

The threat came when the leaders of the unions, includ-

Tokyo's new political fixer restores LDP fortunes

Stefan Wagstyl examines the career of Ichiro Ozawa, the ruling party's rising star

WHEN Japan's ruling Liberal Democratic Party needed to restore relations with big business in the wake of the Recruit scandal, Mr Ichiro Ozawa was entrusted with this ultra-sensitive task. When American and Japanese trade negotiators ran into trouble in recent talks over the Structural Impediments Initiative, it was Mr Ozawa who banded heads together on the Japanese side.

Over the past year, Mr Toshiki Kaifu, the Prime Minister, has won much of the public credit for rebuilding the LDP's fortunes. But most of the party's own tributes have gone to Mr Ozawa.

Mr Ozawa's work has been to persuade businessmen to resume political donations and, with the help of large dollops of campaign money, to restore the morale of MPs.

He cultivates the aura of a machine politician, proud of his ability to smoke, drink and talk until the early hours. But he is more sophisticated than he is made out. An economics graduate of prestigious Keio University, he also has a post-graduate degree.

His aides laughed. Few MPs doubt for a moment that Mr Ozawa is the archetypal fixer - the latest in a long line who have influenced Japanese

ambitions. However, they respect the way he sticks to the daily grind of the LDP - the committee meetings, the receptions, the sounding out of opinions and the incessant need to raise money.

Over the past year, Mr Ozawa's first job in politics was as an aide to Mr Kakuei Tanaka, the former prime minister who was involved in the Lockheed bribery scandal.

After Mr Tanaka's demise, Mr Ozawa deftly switched his allegiance to Mr Tanaka's lieutenant, Mr Noboru Takeshita.

Following Mr Takeshita's resignation over Recruit, Mr Ozawa distanced himself from his mentor and edged closer to Mr Shin Kanemaru, a former deputy prime minister who has forced Mr Takeshita to share with him control of the faction.

Mr Ozawa has not quite played one boss off against the other but he will one day be perfectly placed to do so.

Where his vision of the future is long on vague promises it is short on specifics. This is not because of a want of understanding - Mr Ozawa



Ozawa: a banger of heads

shows a good grasp of detail - but because of an instinctive reluctance to commit himself prematurely.

For instance, he falls short of following Mr Kaifu in staking his future on the contentious issue of electoral reform. "The prime minister has said he will do it, so who am I to argue?" he says with a smile. On rice

imports, Mr Ozawa, who represents a farming constituency, says he is opposed to liberalisation which would "undermine the spiritual and cultural aspects" of life.

Mr Ozawa skilfully follows this remark with a sharp attack on US and European farm policy, saying Japan has recently done more than other countries to open its food markets to imports. Finally, he leaves open an escape route from an apparently entrenched position: he says it is "difficult to refute" US criticism of the Japanese position that rice should alone be excluded from the Gatt talks.

As for foreign affairs, Mr Ozawa's views are also strictly orthodox. He believes in an "international partnership" with the US.

Mr Ozawa has not manoeuvred himself into the core of Japanese politics by being a radical. And he is unlikely now to risk his pole position among the "new leaders" by straying too far from the centre.

Indian government faces fresh crisis

By K.K. Sharma in New Delhi

BARELY seven weeks after he resigned as chief minister of the north-western Indian state of Haryana following violence and charges of rigging of a by-election, Mr Om Prakash Chautala yesterday took office again in the same post.

The move could lead to fresh squabbles in Mr V.P. Singh's faction-ridden Janata Dal. Mr Chautala is the controversial son of Mr Devi Lal, deputy prime minister in Mr Singh's National Front government.

He was forced to resign six weeks ago after a fierce attack on him from within the Janata

Dal because of his role in the Haryana by-election where polling was annulled twice following widespread violence and charges of vote rigging.

Mr Singh's government is likely to come under further pressure over the Chautala affair, with Mr Devi Lal openly defying Mr Singh's opposition to dynastic rule in Haryana. Mr Chautala succeeded his father as chief minister when Mr Devi Lal became deputy prime minister.

A spokesman of Mr Rajiv Gandhi's Congress party, commenting on Mr Chautala's

reappointment, said: "Mr V.P. Singh will stoop to any level to protect the only thing he is interested in - his own chair."

Mr Singh and his deputy were reported to have patched up their difference over Mr Chautala. It had been agreed that Mr Devi Lal's son should become general-secretary of the Janata Dal. But when it was announced yesterday that Mr Chautala had been merely appointed as one of the six general-secretaries of the party, Mr Devi Lal gave instructions that his son should return to office in Haryana.

At the same time five prominent younger generation leaders, including the son of former President Jomo Kenyatta and the son of Mr Tom Mboya, a prominent post-independence politician who was assassinated in 1969, called on the "elders" to open dialogue and not to resort to detention without

trial and police harassment. The US announced yesterday that Mr Gibson Kamau Kuria, a prominent human rights lawyer who had sought refuge in its Nairobi embassy, had flown out of the country.

Mr Mandela, who arrived in Kenya on Wednesday suffering from mild pneumonia, is to speak at a mass rally today.

Meanwhile, it was reported that police had detained at least five more political critics, including Mr George Anyona, a prominent trade unionist and founder member of Kenya's last opposition party.

SWEDEN recalled its ambassador from Iraq yesterday after Baghdad, ignoring appeals for clemency, hanged an Iraqi-born Swedish citizen accused of spying for Israel, Reuter reports.

The Swedish Foreign Minister, Mr Sten Andersson, said Sweden strongly condemned the execution of Mr Jallil Mehdi al-Neamy, accused by Iraq of spying on Palestinians

on behalf of the Israeli intelligence service, Mossad.

Mr Andersson said Mr Neamy, a naturalised Swede since 1985, was hanged on Wednesday.

Mr Neamy had admitted working for Mossad during questioning and at his trial, and had not retracted the admission when talking to Swedish diplomats, said Mr Andersson.

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MINSTER COURT
THE PRUDENTIAL

MPs told of need for caution on Moscow aid

By Ivor Owen, Parliamentary Correspondent

MRS Margaret Thatcher, the UK Prime Minister, yesterday underlined the need for caution in offering economic assistance to the Soviet Union by stressing that her existing debt already totalled \$480m.

Reporting to the House of Commons on the outcome of the Houston economic summit, the Prime Minister warned against any action which served only to stimulate a short term consumer boom in Moscow and other centres, and insisted any extra loans which the UK provided should be for specifically targeted purposes.

Mrs Thatcher also stressed that the Soviet Union was still able to draw on a \$900m line of credit from British banks - with cover from the Export Guarantees Department - to secure goods and services.

Her emphasis on ensuring

that the west did not provide

"an oxygen tent" for a survival

of much of the old system in

the Soviet Union was challenged by Mr Neil Kinnock, the

opposition Labour leader.

To Labour cheers, Mr Kinnock argued that economic aid for the Soviet Union which was properly used offered what was probably the best means of "finishing off the old order once and for all".

Mrs Thatcher urged the House to bear in mind that any help Britain could offer would be "comparatively small" in relation to the size of the Soviet Union with its population of 280m.

She maintained that the right approach was to await the analysis to be carried out by the International Monetary Fund, and then seek to ensure that the resulting aid was carefully targeted.

Sir David Steel, foreign affairs spokesman for the Liberal Democrats, complained that the Prime Minister had sounded grudging when discussing aid for the Soviet Union.

He said the price of any sup-

port provided had to be balanced against the "very consider- able cost" of the west having to defend itself against the Soviet Union.

Minister's remarks offend and 'discredit' an economic community founded on co-operation

Anger in European capitals at Ridley

By Robert Mauthner, Diplomatic Correspondent

EUROPEAN politicians yesterday reacted with predictable anger to the remarks by Mr Nicholas Ridley, the Trade and Industry Secretary, to the Germans' desire "to take over the whole of Europe."

In Bonn, outrage was tempered by the view that his statements should not be seen as typical of British opinion.

"Either he was drunk... or he has not been able to get over England's defeat by the Germans in the World Cup," said Count Otto Lamberti, leader of the liberal Free Democrats, the junior West German coalition partner.

What has caused particular annoyance is that Mr Ridley's views about the Germans' ambitions do not appear to be borne out by the facts. Until very recently, West Germany was even widely described as an "economic giant" but a political "pygmy" without any ambitions to throw its weight about on the international stage.

Although the prospect of German unification has undoubtedly revived latent

fears of German domination in some countries, Mr Helmut Kohl, the West German Chancellor, has gone out of his way to reassure world opinion that his country is not interested in pursuing nationalist goals.

Throughout the international debate on German unification and the future European security framework, Mr Kohl has stressed that the new country would see itself as being firmly anchored in the European Community and the North Atlantic Treaty Organisation (Nato). Indeed, he has not flinched in his insistence that a unified Germany must remain a member of Nato, even though this has proved to be one of the main stumbling blocks to winning Soviet approval for unification.

Although West Germany has fully supported the creation of a European Monetary Union, its interest in such a system is arguably less than that of France. The French look upon EMU and, particularly, the proposed European Central Bank

as a means of their exercising greater influence on monetary and economic policy in Europe. By contrast, the Germans, already the dominant economic power in Europe, would have to accept a system in which the Bundesbank had to abandon its much-prized independence.

Yet in spite of the Germans' good international record since the Second World War, fears of German intentions still persist in the minds of some people in countries such as France and Holland occupied by the Nazis during the war.

Even some prominent Germans share this apprehension. The author, Gunter Grass, who has come out strongly in favour of a confederation of the two Germanys, rather than unification, wrote: "I prefer union to the unity I have learned to fear."

• At Westminster, calls to sack Mr Ridley following his comments on Europe were resisted by Mrs Margaret Thatcher, the Prime Minister.

'Blunder' brings a simmering mistrust back to the boil

By David Marsh in Bonn

TWO recent incidents highlight a simmering mistrust towards Germany at the highest level in at least one segment of the British Government.

Mrs Margaret Thatcher told a former German ambassador over dinner: "You need another 40 years before we can forget what you have done."

She made the remark at St Catherine's College, Cambridge, on March 29 during commemoration of 40 years of Anglo-German co-operation at the Kriegswinter conferences held alternately in Cambridge and Königsberg.

An adviser to Mr Kinnock, the Labour leader, said the Trade Secretary's comments could not go unanswered and therefore he could no longer have a place in the cabinet.

Reading from her prepared answer, Mrs Thatcher had expressed his "very great regret" and unreservedly withdrawn his remarks. Mr Kinnock then challenged the Prime Minister to admit that the reason Mr Ridley was staying in the cabinet was that his views were also hers.

Comment, Observer, Page 20.

Gilt prices, Page 28

It reinforces the impression that Britain is unhappy with the size and weight of a united Germany.

The remarks by a minister at the centre of Britain's European policy-making cast doubt on the sincerity of the UK's recent greater Euro-mindedness.

Finally, Mr Ridley's remarks, following a spate of bad publicity in Germany about aspects of UK life ranging from football hooliganism to bovine health, have harmed Britain's image in Germany.

Mr Thomas Kiehling, editor of the liberal Bonn weekly *Keilnische Merkur*, a commentator on Anglo-German relations, said yesterday: "This was bar-room talk. We have always held British diplomacy in high esteem. Britain is seen as a model of craftsmanship. But this was not cricket. It was unfair, shameful, and incorrect - a colossal blunder."

A faux pas fit for an international stage

Philip Stephens, on Nicholas Ridley and the Tory Party's reaction to his comments

EVERYBODY'S days are numbered. The question is: what is the number? It was a typically laconic remark offered by Mr Nicholas Ridley earlier this year.

After his astonishing outburst about Germany and Europe in *The Spectator* magazine this week, the Trade and Industry Secretary may not have to exercise his formidable intellect to count his remaining days in the Cabinet.

Despite Mr Ridley's withdrawal, the view even among his small band of friends at Westminster yesterday was that he would be extremely, and uncharacteristically, lucky to keep his job until the next general election.

The Prime Minister, surrounded by Cabinet colleagues - notably Mr John Major, the Chancellor, and Mr Chris Patten, the Environment Secretary - have also deteriorated rapidly in recent months.

The 61-year-old Trade and Industry Secretary cultivates an air of aloof indifference and has a reputation as a "loose canon" in the Cabinet. He has long coveted, however, the job of Chancellor of the Exchequer and expected to be offered it when Mr Nigel Lawson

resigned last October. Instead Mr Major got the job, and Mr Ridley was said by colleagues to have been deeply angered.

Those close to the Secretary of State were not surprised by the thrust of his remarks about the threat posed by a united Germany. Much to the dismay of Mr Douglas Hurd, the Foreign Secretary, he has been saying similar things in private since the beginning of the year.

His relations with several Cabinet colleagues - notably Mr John Major, the Chancellor, and Mr Chris Patten, the Environment Secretary - have also deteriorated rapidly in recent months.

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Mr Nicholas Ridley: a loose canon



HOW TO LIGHT A CIGARETTE WITHOUT RAISING THE TEMPERATURE.

Smoking needn't mean friction, even when you share an office.

Non-smokers will appreciate simple acts of courtesy, like being asked if they mind you lighting up a cigarette.

Managers can help by ensuring that office ventilation works properly. And there

is an important contribution everyone can make: being tolerant of individual likes and dislikes.

In short, both smokers and non-smokers should try to see things from one another's point of view.

Smoking doesn't have to be a burning

issue in the workplace. Consideration on one side, and a little tolerance on the other, may be all that's needed to take the heat out of the argument.

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TECHNOLOGY

The exploitation of military technology for civil use will be far from straightforward. Producing something practical from military hardware like an anti-radiation missile is perplexing military technologists the world over.

Precious few swords will be beaten into ploughshares; military equipment will always remain highly specialised and classified. The consequence is that defence equipment manufacturers may be in for a long and possibly fruitless search for direct alternative products. More likely is the prospect of defence companies seeking alternative markets.

Trevor King, head of future business strategy at British Aerospace (Military Aircraft), says: "It is easy to come up with alternatives. The issue is, can you do it and make money and are you confident that you can meet commercial targets in an area where you have little expertise?"

Already, BAE has made a conceptual link between its ability to design and make systems to stabilise military aircraft and the stabilisation requirements of high speed trains and other transport.

Military aircraft in the 1990s are designed to be unstable, for high speed turning. They are made artificially stable by military computer programmes and fly-by-wire and fly-by-light systems that replace mechanical controls. There is nothing intrinsically different in the stability requirements of aircraft and high speed trains; the stability is important when the trains run on track not designed for speed.

British Rail is to build trains to run at 155 miles per hour on existing track between London and Glasgow. BAE has not identified this train as a specific market, "but we do believe that high speed trains will be heavily dependent on advanced control technology, such as the aerospace technologies of fly-by-wire and fly-by-light," King says.

In a classic of arms conversion in the aftermath of the Vietnam war, Grumman, the US maker of the F14 Tomcat "Top Gun" fighter, became one of the first jet fighter manufacturers to use its skills to make refrigeration equipment. "We went into production with several non-military products after the war, such as refrigerators and solar heating products," the company says. "But we have got out of both sectors."

In the UK, the most famous attempt to turn swords into

Lynton McLain describes the proposals for putting military technology to commercial use

Survival in the brave new world

ploughshares came in the 1970s. Shop stewards at Lucas Aerospace formed the Lucas Aerospace Joint Shop Stewards Committee with plans for alternative technologies to the components and systems Lucas made for the military and civil aircraft industry. The plan proposed the transfer of defence technology skills to the design and production of medical and transport equipment, including a hybrid road/rail vehicle. Lucas Aerospace management eventually dismissed this plan: "There were no viable commercial proposals."

Shop stewards also proposed making alternative use of metal fabrication technology at a Lucas plant in Burnley. The workers produced a prototype teapot. "They proved they could make a teapot, but any peace dividend [money diverted from defence to civil use] is not going to make teapots or tractors to give away to the Third World," Lucas says.

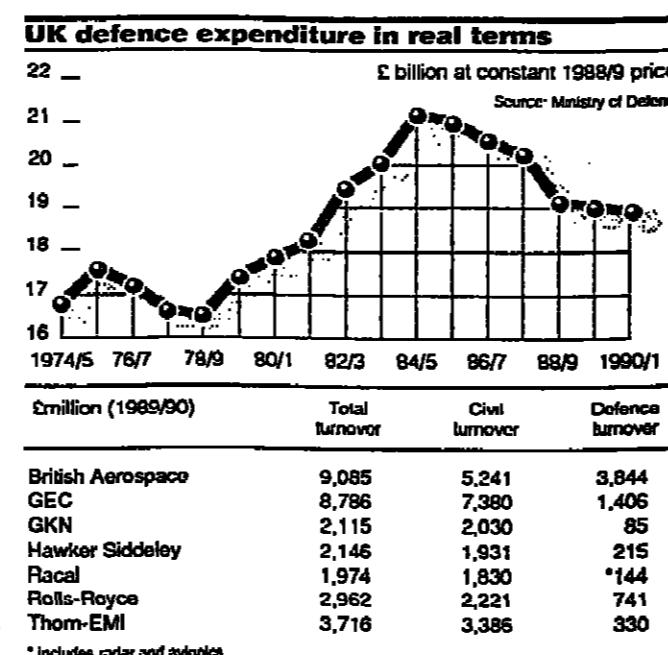
The company is transferring its technology in military aircraft systems, such as electronic engine controls, to the sister market of civil aviation. "We intend to maximise our

ONE CIVILIAN product to evolve from defence technology, developed by Electronic Warfare Associates, of Vienna, Virginia, applies software devised for military surveillance in a sophisticated voice recognition unit.

Carl Guerreri, the company's president, explains that the system "examines 150 different relationships in the human voice, such as relative amplitudes and frequencies." Unlike existing devices it does not recognise words, says Dick Friedel, manager of business development. It identifies the speaker.

Up to three minutes of the speaker's words are initially "enrolled" on the system. Once they are registered, they can be identified thereafter in an average of two to four seconds.

Besides surveillance use by a number of government agencies, interested customers include two banks which want to experiment with



*Includes radar and avionics

developments as they happen. Generally the civil sector has not opted for this level of quality, but with faults in large-scale civil computer programs becoming increasingly expensive the sector is beginning to turn to military software.

Ada is the preferred real-time software language for new military systems in the US, Britain and other Nato countries. Gosling says Ada is "very advanced, versatile, easy to use and control and is starting to be used in the civil sector." Plessey did comparative tests on Ada and other computer languages and found that it was no more expensive than other languages to write.

Ferranti Computer Systems and Semacap, a software company, are seeking civil applications for Ada.

One of the first successes came with a recent contract from the Nuclear Electric division of the Central Electricity Generating Board, which

screening access to databases, a large telecommunications company exploring voice mail systems, several security companies that want to restrict physical access and a childcare centre which wants to verify that callers are the parents of the children in their charge.

A licence for the basic equipment will begin at \$10,000, and rise to around \$100,000 for an outright purchase with many input lines. Customers will receive a circuit board which can be inserted into a personal computer.

Another of the company's products is a Crisis Management Executive System, intended for the police department. In a terrorist crisis – such as kidnappings, hostage takings and hijackings – it collects, analyses and displays information on a personal computer.

Andrew Jack

Optical fibre sees computer's signal

DIGITAL Equipment has launched a clutch of products which link computer systems together using optical fibre cables rather than copper.

The products all comply to the latest international standard for fibre networks known as Fibre Distributed Data Interface (FDDI). FDDI transmits data at a speed of 100Mbps of information a second – up to 10 times the speed of today's networks.

Digital's products allow FDDI to be used as a backbone, with lower speed Ethernet networks attached to it. Alternatively, computer workstations could be attached directly to the fibre network.

The three products

announced by Digital are: the DECconcentrator 500, to attach workstations to the FDDI network; the DECbridge 500 to connect Ethernet networks to the FDDI one; and the FDDIcontroller 700, an adaptor for establishing workgroups of workstations and other machines.

• One of the drawbacks of using optical fibre cabling for computer networks has been that the signal can be distorted if the cable is frequently bent round corners.

But a US company has devised a way of putting optical fibres into the curly cable that links a phone handset to its base unit.

The secret of Fibekill, developed by Storm Products of Chicago, and sold in the UK by CT Electronics of Surrey, is a special cladding. Its refractive index changes as the cable curve or is straightened, compensating for any change in the way the light signal travels down the glass core, and so ensuring the stability of the signal.

The cladded fibre is then compressed like a wave into the outer casing so that even when the cable is stretched straight, there is still some spare fibre, eliminating undue stress or strains.

Car radio turned off to thieves

ONE of the problems with car radios is that they frequently get stolen.

But the latest models from Blaupunkt, of Hildesheim in West Germany, incorporate smart card technology which could deter even the most skillfully thief from breaking into your car.

When the personalised

smart card – a plastic card the size of a credit card but incorporating an electronic chip – is inserted into the appropriate slot in the radio, a connection is made and the music begins.

Without the coded card the radio remains absolutely silent, in addition a highly visible card-like tongue protruding from the radio makes it clear to passing felons that there is no point in breaking into the car.

Each radio has two personalised cards, so that different drivers can program the preset station buttons to enable each to listen to their favourite programmes.

A pocket full of telephones

WEIGHING just nine ounces and measuring less than five inches when closed, the latest gadget for making and receiving phone calls on the move has been unveiled by Mercury Personal Communications, the mobile communications arm of the Cable and Wireless group.

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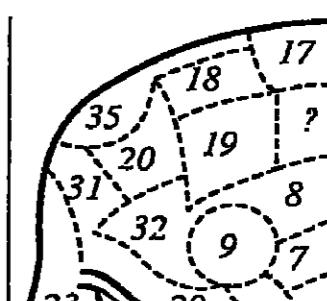
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When the personalised



WORTH WATCHING

by Della Bradshaw

to sites around the country or even continent.

The European Gateway service, from Microspace, of Raleigh, North Carolina, uses a Panamsat satellite hovering over Brazil to send data to ultra-small aperture terminals (U-Sat) dishes, just 0.45m in diameter. The service operates throughout Europe, with the exception of France.

Companies using the service send their data to a local collection point in their own country, from where it is sent by ordinary telephone cables to the US. From there the data is sent up to the satellite, which transmits the data in a blanketed cover over Europe.

Microspace is emphasising the low-cost of the service and equipment: equipment for each receiving site starts at \$600 and broadcasts start at a monthly fee of £5.75.

A ferris wheel ride anyone?

GLASNOST has thrown up many an odd invention in search of an International joint venture. Perhaps the most unusual to date is the giant ferris wheel.

The planned wheel is 110m in diameter, and can take 640 people at one time. It is described as a giant hoop, doing away with the spokes and axes usually associated with large wheels.

The wheel has been devised by engineer Georgi Khromov for Mospromprojekt, of Moscow. Khromov is also the designer of the ferris wheel in Moscow's Gorky Park.

Contact: Digital Equipment: US, 508 483 5111; Storm: US, 708 323 5121; CT Electronics: UK, 043 851717; Blaupunkt: West Germany, 0511 464 211; Microspace: US, 919 659 4500; Mospromprojekt: USSR, 095 229 1900.

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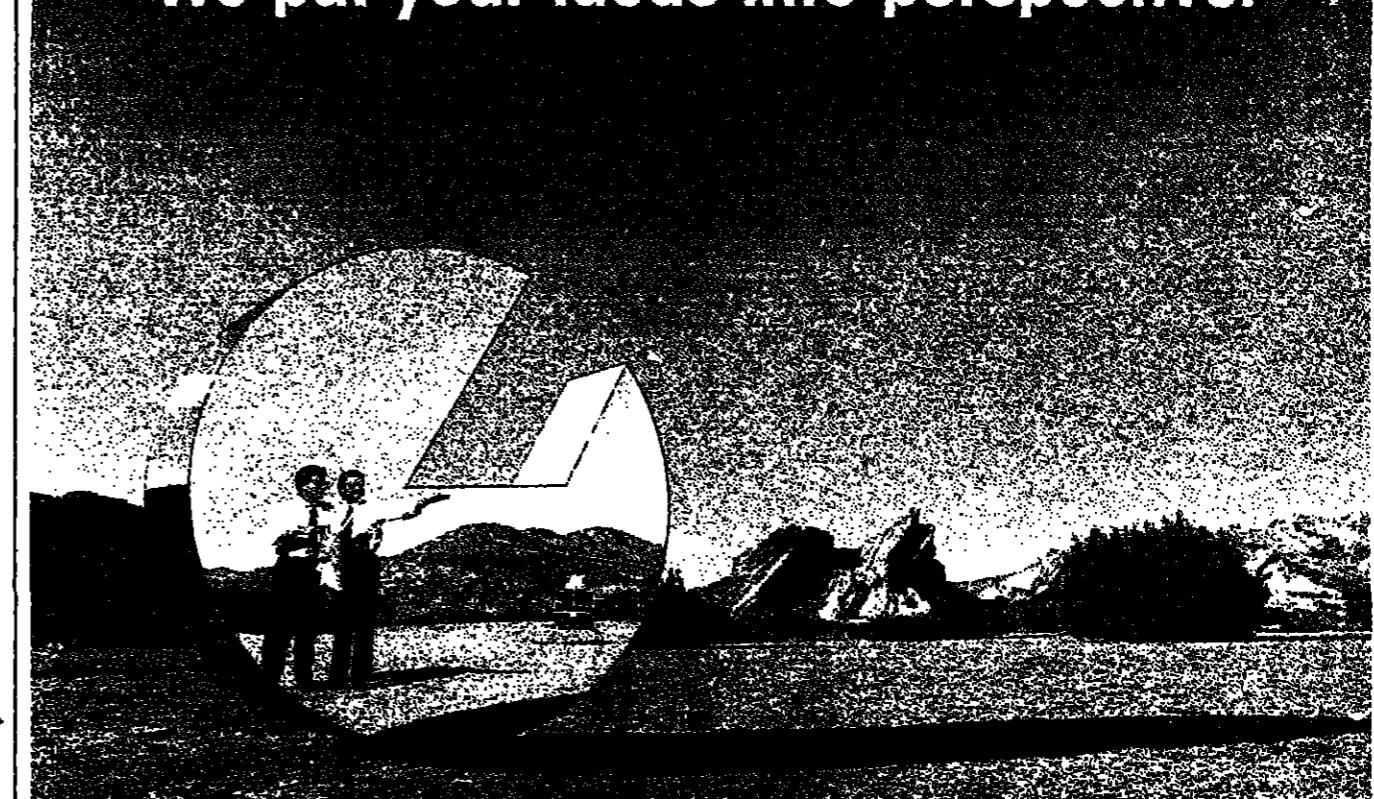
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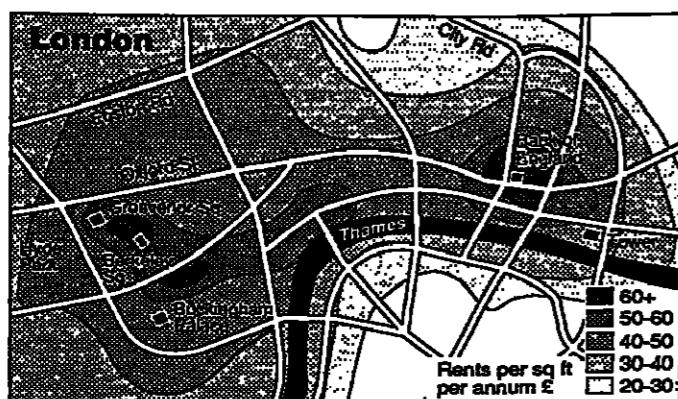
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THE PROPERTY MARKET



Investors in Europe caught in a dilemma

By Russell Schiller

When Legal & General decided to sell Lansdowne House, the market assumed, correctly as it turned out, that the buyer would be foreign. Lansdowne House, on the Piccadilly side of Berkeley Square, is one of a tiny handful of large modern offices in the prime areas of London's West End. Ten years ago British institutions would have competed hard to have it in their portfolios. Today, the institutions are largely out of the market and foreign buyers look to them as a source of property to buy.

Property investment has become international with dra-

matic speed. Five years ago the volume was negligible; today more than 30 per cent of all property of institutional quality is bought by foreigners. Among Central London offices, the figure is more than 50 per cent. The signs are that there is much more to come.

The upsurge began with Japan investing in Hawaii and California in the mid-1980s. It developed into a tidal wave which swept into Britain and then the Continent in 1987 and 1988. The investment flow into European property topped \$4bn in 1989, roughly five times the 1985 figure. Just under half was Japanese and America

took a further quarter.

Short of a world recession, there should be a further massive increase in both foreign and cross-border investment in Europe. A Hillier Parker Research forecast (see table) suggests a three-fold increase from 1989 to 1995. Japanese growth will slow, but this will be more than made up from America and elsewhere.

The British property industry is still adjusting to this radical change. It might seem strange that densely built, historic Europe should prove such a magnet for property investors. Europe has seen a net outflow of capital since the time of Christopher Columbus, and European population growth is well below the world average. The reason for the paradox may seem equally strange. It is that growth is not the first consideration of the international investor. Risk spreading and security are more important, and Europe wins high marks for security.

Continental pension funds are being freed to invest abroad throughout Europe, and this makes them keen to move their eggs out of small

local baskets. The result is raising the level of activity between the Europeans themselves. Up until now this has been at a low level. The sum of all cross-border flows of investment between France, Germany, Italy, Belgium and Iberia was only \$600m in 1989, less than the amount Sweden spent on its own. Investment in Belgium and Spain and more than half in Holland and Belgium.

With the exception of the Dutch, the continental have less of a tradition in overseas investment in property than

investment is the biggest in Europe, with a turnover of \$3bn in 1989. At \$2.5bn to \$3bn, foreign activity is roughly twice the level of that in France and Germany. In several smaller countries foreigners dominate the market, taking for example between 60 per cent and 75 per cent in Spain and Portugal and more than half in Holland and Belgium.

With the exception of the Dutch, the continental have less of a tradition in overseas investment in property than

Britain. It is common for French institutions to have well over half their property assets not only in France, but in the Paris region. Some insurance companies are making direct property exchanges with colleagues in neighbouring countries, and some participate in international funds.

The desire by foreign investors for security has led to a preference for the familiar. Money originating in the financial centres of Tokyo and New York has gravitated towards the financial centres of London, Paris and Frankfurt. They are invariably the top three towns on the American and Japanese shopping list, with Brussels and Madrid following behind. The Europeans, in contrast, follow a north to south pattern, with Scandinavian and other north European money flowing into southern France and Germany and particularly Spain. Yield levels

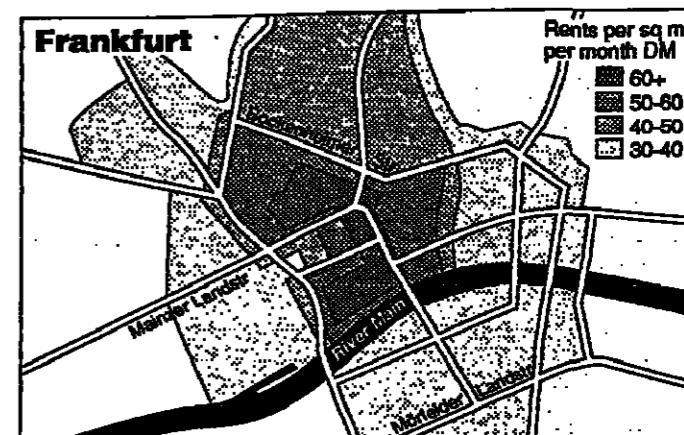
have converged as a Europe-wide property investment market has begun to emerge.

Prime office yields for the

biggest cities vary from 4.5 to 6

per cent, a range of 1.5 points.

Until 1988 the equivalent range



was at least 2.5 points.

For non-European investors, preference for the familiar takes two forms. There is the desire for a familiar location, a property which can be shown in the annual report photographed against a backdrop of St Paul's Cathedral or the Arc de Triomphe. There is also the desire for the world-class office building with a large floorplate and imposing bulk.

Unfortunately for the investor, Europe offers very few

examples of world-class properties in the desired locations, as the example of Lansdowne House illustrates. Even if conservation allowed, there simply is no room in the traditional

heart of most European cities.

The investor therefore faces

a dilemma. Skyscrapers exist

in Canary Wharf, La Defense

in Paris and the Messe Turm in

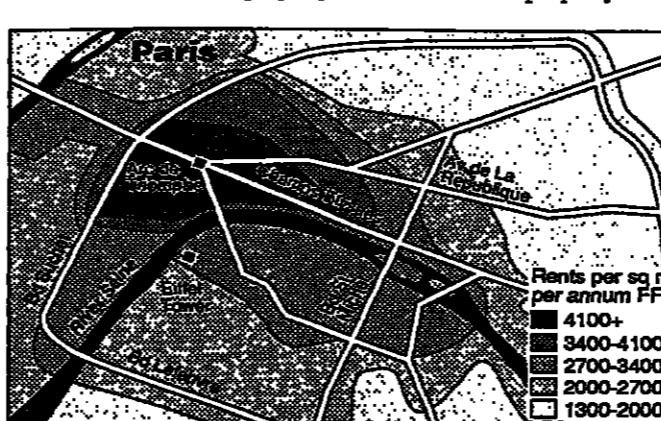
Frankfurt, but they lie outside

the area of highest value, on

the fringe of the central area.

The author is a research partner at Hillier Parker chartered

survivors.



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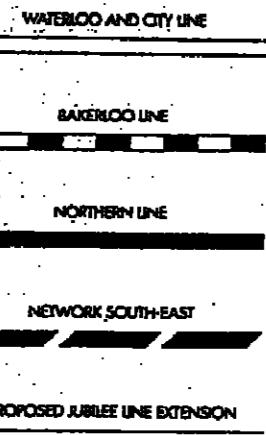
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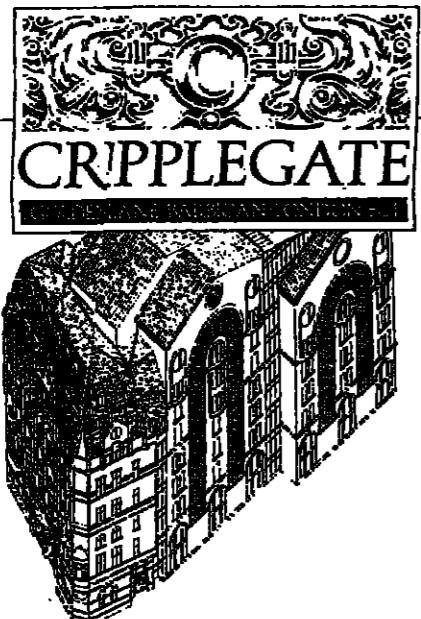
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ACTUARIAL RESULTS

INSTITUTE OF ACTUARIES

The following candidates have completed the examination requirements for the qualification of Fellowship of the Institute of Actuaries.

R S Alroyd	York	C R Foster	Cape Town	Colin S Price	Liverpool
J H Aldred	London	Mrs V M Gadd	Horsham	B W Radford	Salisbury
Mrs S Ash	Birmingham	L D Gentry	London	M C Raw	London
M D Ayre	London	Mrs G F Gillespie	London	D B Rawlinson	Salisbury
J S A Bell	London	S G Green	Peterborough	T D A Reay	London
T J Bantler	London	Mrs K Goldsmith	London	P M Redhead	York
M J W Barge	Salisbury	A A Grant	Kingsgate	A J Reed	Horsham
N M Bateman	London	D G Grant	Johannesburg	A D Rendell	Bristol
A J Battley	Kendal	Mrs W M Gray	London	S R Rice	Horsham
P G Baylis	Norwich	Robert J Green	Bristol	N D B Richardson	London
D N Beeton	London	M Greenwood	London	B D Rickman	London
D R Bernheim	London	B S Hall	London	Mrs S G Robinson	Salisbury
B Bhayani	London	J C Harrison	Birmingham	N D Rose	London
S G Bishop	London	J C Hayes	London	O M Rowlands	London
D A Bissell	Birmingham	Mrs C D Hedges	London	G T Russell	London
G D Blay	Salisbury	Mrs R H Higgins	London	N J Rutter	Birmingham
C G Bolton	London	Miss S E Hirst	London	C F Standford	London
I A Bonnin	London	N J A Howitt	Bristol	J A Schuman	London
R S Bostock	London	R J Hughes	T Scott	T S Section	London
R J Boutton	London	W J Humphries	Belfast	D A Shaffer	London
R J Bradshaw	York	Mrs S Jackson	Horsham	Mylesh Shah	London
Miss C M Brennan	Dublin	Mrs S Jackson	Johannesburg	S M Shepley	Bristol
L A Breenan	Dublin	Mrs S James	Salisbury	R M Sherman	London
A D Briggs	London	L James Van Rensburg	J R Jeffs	Miss F E Silcock	London
Miss E Briggs	Dublin	M S Johnson	London	H R Sime	York
D G Briscoe	Salisbury	G B Jones	Hong Kong	C A Simmons	London
Mrs J A M Brock	London	S M Jones	London	C J Simmons	Horsham
D F Brown	Cape Town	Miss M P Keaveney	Dublin	J B Smith	London
M C Brunet	Horsham	N D Kent	London	J A F Sturforth	Wellington
T J Buttler	York	J B Klein	Cape Town	A D Staworth	Liverpool
J E G Camacho	Port of Spain	D J Lane	London	I Stark	Edinburgh
N D Carter	Birmingham	P A Lenardo	London	E M J Steedman	Edinburgh
R G Chedburn	Edinburgh	P J Lee	London	M A Shoker	London
C W Chedwick	London	R J Leerkamp	Cape Town	M J Tankard	Norwich
S Chanderi	Bristol	S W T Leslie	Cape Town	G J Tansley	Horsham
N M Chapman	Horsham	M W Lomax	London	N H Taverne	London
G A Clark	London	W P Long	Birmingham	K M Taylor	Kendal
P K Clark	Horsham	A P Love	Horsham	A J Templeton	London
G A Collier	London	C J Mapp	Bristol	N J Towers	London
Miss D R Cooper	London	D J Mark	London	S N Townsend	London
S G Corlett	Dublin	P Martin	London	M C Train	London
P G Cosgrave	Kendal	G Mellor	Salisbury	J N Tresise	London
Miss S M Cosser	London	A J Mitchell	London	F B Turley	London
A Cowie	Bristol	Ms K A Morgan	Norwich	M J Underhill	London
M L Crawford	Dublin	P L Mernell	Cape Town	D G Upton	London
P S Dalton	Bristol	J S Mervin	Bristol	H A Van Wyk	Cape Town
R H Davies	Bristol	Mrs S E Murch	London	S Varney	Wellington
N P Davis	London	Y D Murray	London	Mrs J Venables	Birmingham
R M Davis	London	D P Myers	Manchester	D N Waterley	London
Miss S De Stadler	Cape Town	S J Norman	Salisbury	N P Walton	London
S P D Devine	Dublin	S M O'Callaghan	Dublin	Bristol	Norwich
A R Dens	Johannesburg	M D O'Connell	Birmingham	J Webster	London
C E Dowthwaite	Manchester	H G Orme	Norwich	M W Whyme	Dublin
K S Dua	London	J R Orrell	London	T P Williamson	London
P G Duffy	Dublin	A P M O'Riordan	London	J N Wilson	Norwich
D E Dyer	London	C E Packer	London	S J Wilson (1988)	London
J A Edwards	London	J M Pagrave	Salisbury	R D Winter	London
K D Ellis	London	G N Palmer	London	I E Wolliss	Horsham
P A Ellis	London	Mrs K L Payne	Salisbury	Miss P Wrigglesworth	York
C J Exley	Liverpool	C R Peat	London	B R Wyatt	London
D Fair	London	S N Pearson	London	J J Yates	Manchester
J P Feely	Dublin	M Pidde	London		
A J M Findlater	London	J M Piper	London		

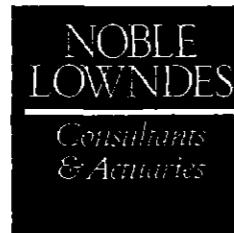
The following prizes have been awarded as a result of the recent examinations.

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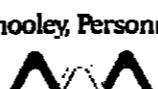
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BIRMINGHAM'S FINANCIAL SERVICES 2

Richard Waters looks at how the West Midlands compares with the north-east.

Financial centres flex their muscles

THE muscle-flexing is inevitable. Pitting the financial centres of Birmingham and Manchester against each other is like matching two body-builders on a beach. There is much showmanship and rippling of flesh, though the spectacle is a slightly embarrassing one to watch.

The muscle men certainly care about the outcome. Professionals in these two regional centres spend much of their time trying to outshine each other, as if their next month's salary depended on it.

A glance at the credentials of each side gives some idea of the scope of the contest. The table illustrates how the north-west and the West Midlands economies compare, and the range of financial institutions in the main financial centres of each area.

In broad terms, the north-west is economically larger and better off than the West Midlands (in 1988, the most recent year for which figures are available, it accounted for 10.4 per cent of gross domestic product of the UK, compared with 8.3 per cent for the West Midlands).

This, and the higher disposable income per head, suggests

that the north-west should be able to support a stronger financial and professional community than the West Midlands – particularly since it is further from London and so is likely to lose less business to the financial capital.

However, other factors weigh in Birmingham's favour – its position in the centre of the country brings other regions within the net of its financial centre, enhancing its appeal.

Comparing the size and scope of the two main financial centres – Birmingham and Manchester – is difficult, although a glance at the figures makes reading ready.

In the professions, Birmingham stands head and shoulders over its competitor. Its largest law firm, for instance, employs 500. According to

The Legal 500, that makes it the largest outside London (though some of its staff, in Nottingham, are technically outside the immediate area).

Dates Wallis Foyster, the largest law firm in the north-west, employed 215 at the start of the year.

Size, of course, is not everything – but it counts for a lot.

THE FINANCIAL CENTRES		
	Birmingham	Manchester
Overseas banks	23	28
Merchant/bnks.	9	7
Venture Capital companies	13	17
Stockbrokers	12	17
Cost of office space (1988)	£17 sq ft	£13 sq ft
Daily scheduled international departures from local airport	65	40

Legal 500, Central Statistical Office, British Airports Authority, Peat Marwick, Coopers Deloitte

THE REGIONS		
	West Midlands	North-west
Regional GDP (1988)	£23bn	£40.4bn
Proportion of UK GDP	8.3%	10.4%
Regional unemployment rate	5.9%	7.5%
Disposable income per head (compared to UK average)	90%	94%

Legal 500, Central Statistical Office, British Airports Authority, Peat Marwick, Coopers Deloitte

It helps to attract staff (except those that want to stay in a small firm), and increases a firm's marketing clout (an important factor for lawyers in the marketing-conscious 1990s). The fact that law firms in the north-west are undergoing a series of mergers seems to confirm this.

Another factor worth noting about lawyers is that the top 10 law firms in the West Midlands have fewer partners than the

top 10 in the north-west – a sign either that those in the north-west are overpartnered, or that clients are more likely to deal with a partner than they are in the West Midlands.

Accountants are numerically far stronger in the West Midlands than the north-west. The Peat Marwick office in Birmingham employs 350 people, and had a fee income last year of nearly £35m. Were it an independent practice, it would have been one of the 15 largest accountancy business in the country in its own right.

In other respects, though, Birmingham is a less-developed financial centre. It has less of a merchant banking culture than Manchester, with its long-established trading links.

Birmingham, by comparison, is admired by its inhabitants to have been traditionally more inward-looking. It has trade connections abroad, but has made few overseas corporate links. The denizens of its financial quarter talk about the need to look towards the European continent, to turn themselves into a leading European city, rather than just a UK one. But besides the talk, there is little evidence of links being forged – unlike Manchester, where every inhabitant is ready with a tale of some cross-European deal or other.

Birmingham's airport has a third fewer scheduled international departures each day than Manchester, a sign of the less cosmopolitan nature of the area. However, a 250m terminal is being built at the airport,

which is likely further to increase its traffic.

Banking communities are difficult to compare. Simply counting the number of overseas banks is largely a fruitless occupation, since many are merely representative offices. Numerically, there is little difference – though Birmingham can boast six (soon to be seven) Japanese banks, while Manchester has only two.

The same difficulty arises with stockbrokers. Numbers count for less than the quality of the firms. In this respect, the north-west comes out ahead: it has three brokers with strong institutional and corporate arms (Henry Cooke Lumsden, BWD Renshaw and Charterhouse Tilney) compared with Birmingham's two (Albert E Sharp and Smith Keen Cutler).

Regional chauvinists will no doubt contest such claims. But what counts is not how many bankers, brokers or lawyers a town has, but whether or not local companies and individuals can get the sort of services they want with ease. From this point of view, it does not matter if financial or professional skills are being provided from elsewhere, so long as they are available.

For Birmingham – and to a certain degree for Manchester – it will always be more efficient to use London-based experts rather than house them locally. Only Edinburgh can escape the power of the capital to a greater degree, although even that city is not as far away as it used to be.

These banks are mainly representative offices, to act as conduits for the UK and Japan. Mr Matsumoto, Tokai's representative who has been in the city since last August, says his main function is to provide information and contacts for Japanese companies looking for a European base.

More other foreign bank outposts in Birmingham are repre-

sentative offices, rather than fully fledged branches. According to Mr Peter Heath, who runs the local branch of Société Générale, just six banks run fully-fledged branches.

The city is not yet over-banked. If anything, there is room for more foreign banks. At the last count, says Mr Heath, there were 54 French companies with subsidiaries in the West Midlands, and three French banks to serve them. By contrast, there were 170 German-owned companies, but not one German bank.

The picture could change as foreign institutions put down local roots. Soc Gen, which has been around longer than most, now reckons to do 30 per cent of its business with French-owned companies, compared to 60 per cent 10 years ago.

The Japanese, the most visible sign of the latest influx, have arrived in a very different way. Of the six Japanese banks with offices in the West Midlands, four (Tokai, Mitsui, Sanwa and the Bank of Tokyo International) have arrived within the past year to be close to Toyota, which is to build its main European plant 35 miles away in Derbyshire.

Two others have been around longer – Sumitomo (since 1984) and Mitsubishi (1988) – while a seventh, Bank of Yokohama, is due to arrive in September.

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More other foreign bank outposts in Birmingham are represented by their origins to Birmingham.

That is not to say that the banks do not suffer losses in the regions. The largest recent example is thought to be that of Eagle Trust, the mini-conglomerate whose shares were suspended last year. Eagle's former chairman, Mr Ferriday, and a former director, Mr Richard Smith, now face theft charges. The Birmingham group is alive with talk of the losses that Lloyds Bank has sustained running into tens of millions of pounds though the bank refuses to discuss the case.

While there is no shortage of commercial banks, Birmingham has a distinct lack of merchant banking expertise. The subsidiaries of the big clearing banks, which account for an estimated 90-95 per cent of local commercial banking assets, the spread between the four is more even than elsewhere in the UK, thanks largely to the historical connection of Lloyds Bank and Midland Bank to the area (both trace their origins to Birmingham).

Competition among the clearing banks has become hotter in the past three years, and is likely to remain intense while demand for loan finance stays flat.

All banks are trying to establish

Richard Waters

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BIRMINGHAM'S FINANCIAL SERVICES 3

The demise of the stock exchange

Floored by screens

THE Birmingham Stock Exchange was launched on a wave of popular capitalism. The Economist summed up the mood 145 years ago: "Everybody is in the stocks now. Needy clerks, poor tradesmen's apprentices, discarded serving men and bankrupts - all have entered the ranks of the great monied interest."

Those heady days, ushered in by a rash of railway company promotions in the early Victorian years, seem little different to the shareholder democracy created by the privatisations of the Thatcher era. For the Birmingham Stock Exchange, though, the wheel has turned full circle.

Its trading floor will soon close down, in final acceptance of the dominance of disembodied screen-based dealing. The

either of putting up additional capital to carry on or calling it a day.

FHF had covered 150 stocks, around 100 of them small local companies. "It was set up as a service to local brokers, who followed local companies and wanted a market for their shares," says Mr Nigel Duckitt of FHF.

Does it matter that Birmingham no longer has its own market maker? No, says Mr Duckitt, "as long as there are market makers somewhere dealing in small companies."

The real problem for smaller companies is that FHF was not alone. It was only one of a string of smaller company market makers that have shut up shop in recent months, among them Stock Beech, Kitcat and Aitken and Robert Fleming.

In Birmingham, views are sharply divided about the significance of this. Some, such as Mr Nigel Harrison, head of research at Smith Keen Cutler, point out that there were few jobbers in smaller company shares in the pre-Bang days. Albert E Sharp reckons that, in this way, it provides the main market for shares in some 100 companies.

Mr Sharp counters that institutions pay too little in commissions to leave room for any market maker's turn. Sharp would like to show more of the business to the market to allow market makers to make a living, but simply can't afford to.

The only thing holding Sharp back from making markets is a concern that, by entering the market, it will undermine its reputation as an independent broker.

Those in this camp argue either that the stock exchange's trading rules should be changed to favour

the market makers, or that a special levy should be raised to compensate them.

Mr Simon Sharp, chairman of Albert E Sharp, says the exchange should increase its listing fee on all companies, and that this money should be used to subsidise market makers.

Meanwhile, the five brokers still represented on the trading floor in Birmingham are preparing to leave. The stock market left some time before them - perhaps as long ago as 1973, on the full merger of the UK's exchanges.

Two jobbers persisted on the Birmingham floor until Big Bang in 1986. Even then, Birmingham's share traders stayed, like ageing students fearful of the outside world.

The presence of a market maker after 1986 - the newly created FHF - seemed to give some justification to those that remained.

The handful of brokers that remain (none of them the city's leaders) are attracted more by the cheap rents of their boxes than any lingering desire to rekindle by-gone days. They will be driven away soon.

Admitting the death of the stock exchange is not easy for the Birmingham financial classes. The 1920s building on Margaret Street is a symbol of the city's financial life, and a link with the financiers of the nineteenth century.

"It's a shame. The floor could have been exploited more than it has been, particularly from a PR point of view," says one unhappy broker. It is still a convenient place to pick up market information about what other brokers are up to, he says: "retreating to their offices will make it more difficult for the brokers to operate.

of the need to take in outside capital to support a risk-taking business. Though run by Sharp, it would be less closely connected with the firm if the majority of shares were held elsewhere.

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The local outpost of the stock exchange, meanwhile, is preparing to admit to the reality of life in the late twentieth century. Apart from its trading floor, its main purpose in Birmingham is to act as a settlement centre (a function which keeps half its staff busy). The introduction of paperless settlement, planned for the end of next year, spells the end for this operation too.

It also acts less and less as a focus for the local broking community. Since 1986, the regions have not had automatic representation on the Stock Exchange council (before, Birmingham had two seats set aside for it). The exchange is struggling on trade association functions, leaving it to other groups to represent its members' interests.

The trading floor is the last still in use outside the capital

A new association is being formed to represent private client stockbrokers and investment managers around the country, probably spelling the end of the exchange's direct involvement in such matters.

That will leave little for the exchange to do in Birmingham, in common with other regional centres.

The stock exchange is likely to retain only a marketing presence, selling and supporting the exchange's Topic screens, and promoting the idea of the stock market to local companies and investors.

This is a far cry indeed from the first wave of popular capitalism on which the stock exchange was born.

Richard Waters

*A Short History of the Stock Exchange, Birmingham

Richard Waters looks at the stockbrokers

Private clients add value

BIG BANG and the crash of 1987 have changed the shape of the stockbroking business, and Birmingham is no exception.

Most brokers have become part of larger groups during the upheaval that followed the Big Bang reforms of 1986. In Birmingham, they include: Murray & Co (part of Allied Provincial, which 48 per cent of which is owned by James Capel and Post) Chambers & Remington (Lloyds Bank), Smith Keen Cutler (Midland Bank) and Margate & Addenbrooke (National Investment Group).

Another, Fysh Horton Finney, flirted with Michael Ashcroft's ADT before its directors bought back 30 per cent of the company two years ago. It stands alongside Albert E Sharp as one of the few remaining independents, but is scarcely comparable to the more powerful Sharp.

No Birmingham brokers have closed down in the wake of low volumes of business in the past two years, but most have retrenched. FHF, for example, now employs 14 people on the broking side compared to 28 before the crash. Its market making business has gone altogether.

Different firms have found different ways of reducing their overheads. Those that are part of larger groups have benefited from cost sharing. Murray, for example, no longer employs settlement staff (business of Allied Provincial firms is settled in Glasgow or Plymouth) or dealers (Allied Provincial's private client deals all pass through Glasgow).

The changes have left the broking community less confident than it was, although the national links have provided backbone to firms that might not otherwise have come through tougher times.

The broking community is dominated by one firm: Albert E Sharp. Sharp decided 10 years ago that it needed to diversify away from its institutional broking business, where it made virtually all of its profits, says chairman Mr Simon Sharp.

Sitting alongside its institutional and corporate business, Murray has 16 corporate brokings, although it picks up other corporate business from around the Allied Provincial network.

Its research is concentrated on its 16 corporate stocks, with another 20 or so besides.

All West Midlands brokers, however, rely for the largest part of their income on private client business. It is the largest single contributor to Sharp's profits, at 40 per cent, and accounts for 70 per cent of business at Smith Keen and 80 per cent at Murray & Co.

The shedding by London firms of their private client businesses has played to the strength of provincial firms, where costs are lower and most types of client are welcomed.

The sizes of client lists are difficult to gauge, since there is no consistency on how brokers define what constitutes a client, but firms quote the following figures: Albert E Sharp, 6,000 clients (1,200 of them discretionary) with nearly £200m under management; Smith Keen, 12,000 clients (over 1,000 of them discretionary); FHF, 8,500 clients and £1m under management (including money in a managed personal equity plan); Murray, more than 5,000 clients and £100m under management.

Most brokers are dabbling with the introduction of fees for their private customers - hardly surprising, given the low commission income at present. The 1 per cent management fee recovered by FHF on its in-house PEP, for instance, is vital in seeing it through quiet times.

They are being driven more towards management fees by a threat that has appeared on their own doorstep. This is Sharelink, an execution-only service started by Sharp but owned by British Telecom.

Sharelink is one of the national leaders in execution-only dealing, leaving little room for local brokers to compete on price alone. Most say they can stay in business by offering a higher level of service.

If customers come to expect lower commissions as a matter of course, though, the brokers will find it difficult to maintain the sort of quality advice they believe their customers currently obtain. If that were to happen, then the upheaval in the broking community of the last four years will prove to have been only the beginning of the reshaping of the stockbroking business.

EXECUTIVE OFFICE CENTRES

When quality matters

were used to best," Mr Geoff Thomas of Debenham, Tewson and Cheshire, confirmed.

"However, the increase in rentals and higher values has justified improving the standards of offices and the specifications in many centres are now as high as in London."

Two years ago the quality and standards of offices in Birmingham was not acceptable to multinationals and companies from the south-east who

panies to assess the potential for high prestige and commercially-serviced offices that were needed to cater for companies who wanted to remove the headache of setting up a new office.

Mr James Hunt, director at Warwick said that the business centres could halve running costs and for relocating companies eliminate the problems and costs involved in securing a lease, purchasing expensive

an office, or in the case of larger corporate clients, suites of accommodation on a no lease basis.

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Ken Gibson

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BIRMINGHAM'S FINANCIAL SERVICES 4

THE PARTNER in the Birmingham office of one of the Big Six international accountancy firms is tucking into the exquisite paté de foie gras served at an award-winning local restaurant. Before he can savour the delicacies prepared by the French chef, his portable phone rings.

It is a partner in the Amsterdam office of the same accountancy firm ringing up to arrange a meeting in the Netherlands. The subject of the meeting, quickly pencilled in for the following morning, is the proposed takeover of a publicly quoted Midlands company by a private Belgian enterprise.

The above incident highlights the cosmopolitanism of business life in Birmingham - the good French food and the international phone-call and the trip to the Continent. It also shows that Birmingham accountants are not shy of offering the same sophisticated, international financial services as their counterparts in London.

"We're as good as anybody in London and we have lots of other attractions," says Mr Michael Wareing, a partner in KPMG Peat Marwick McLintock, Birmingham's biggest firm. "We operate from a significantly lower cost base. We are far better served in terms of communications and we have all grown up in an aggressively commercial environment."

In short, Birmingham's accountants do not see themselves as being merely on a par

David Waller looks at the accountancy firms

'As good as London'

with London - they are convinced that they are a bit superior.

This arrogance partly reflects the Brummie character; it also owes something to the growth in demand for accountants' services since the savage recession of the early 1980s.

The pick-up in industrial activity in the region has inevitably had a knock-on effect for the firms and fees have been growing at 25-30 per cent a year for each of the last five years.

As elsewhere in the UK, the growth has come less from straightforward auditing, and more from specialist services, such as investigation work for the region's acquisitive public company sector and corporate finance, specifically assisting local companies with the post-recession restructuring process and helping local entrepreneurs launch management buy-ins and buy-outs.

The vigorous regional economy has prompted an increase in demand for consultancy services. Price Waterhouse has 92 full-time consultants and Peat, which has located its national centre for manufacturing consultancy in Birmingham, has about 80. Given the region's industrial base, it is unsurprising that many of

these consultants specialise in advising on CAD-CAM, activity costing and other services to the manufacturer.

Growth has propelled what were once small, regional offices into regional offices which rank as national firms in their own right. The Peat's practice, 920-staff strong,

'We operate from a significantly lower cost base'

would rank as the UK's fifteenth largest firm if it stood on its own, followed in the league by the recently merged Coopers & Lybrand Deloitte (with 750 staff). Price Waterhouse and Ernst & Young are not far behind, with staff of some 500 apiece.

Beneath them are the local offices of the other Big Six firms and the medium-sized national firms - as well as a number of strong local practices.

The fortunes of professional firms are largely dependent on the vigour of their clients and the quality of their people. In Birmingham and the West Midlands, there is no shortage of good people, perhaps those

with London experience who have woken up to the fact that the quality of life in Birmingham is far superior to that in London - and that the quality of work to be done is just as good.

What about the economic outlook? A recent survey - conducted by the Wolverhampton Business School in conjunction with Warwick Business School and Price Waterhouse - suggested that Midlands' companies were in fact more optimistic than they were six months ago. But the outlook for the UK economy as a whole is far from rosy - and this is having a direct impact on the accountants.

As elsewhere in the UK, the busiest people in the firms are the insolvency specialists. The fees derived from insolvency balance the fall in other sorts of income - but not by enough to compensate for a wholesale decline in the fortunes of the client base over the longer term, and certainly not enough to cover the firms' overheads, perhaps bloated after a long period of expansion.

Thus Ernst & Young has reason to be pleased that it, rather than any of its competitors, found itself appointed as receiver to Coloroll, the home

furnishings group with 15 factories in the Midlands area. But was the appointment a sign of worse things to come?

Mr Chris Lunt, managing partner of Ernst & Young's Birmingham office, says that the downturn has confined itself locally - as it has throughout the UK - to those sectors most grievously afflicted by the dual squeeze induced by low consumer spending and the high cost of money. A home furnishings company such as Coloroll fits into this niche.

The local manufacturing base is much more resilient than it was at the outset of the 1980s, argues Mr Lunt, and is thus in a better position to withstand a fully fledged recession. He adds that the investment interest shown in the area by Japanese manufacturers such as Toyota can only be good for the local economy - and the local professional services community.

The accountants make much of their ability to serve clients as well if not better than their colleagues in London, at four-fifths of the price. This is the sort of claim which professionals in other regional centres are happy to make and perhaps the real competition for Birmingham professionals comes not from London but from Bristol or Manchester.

Nevertheless, the existence of such a large and sophisticated accountancy infrastructure in Birmingham and the West Midlands is in itself a strong selling point for the region.

"I think we are big enough

VENTURE CAPITAL

A new realism

VENTURE CAPITALISTS like the West Midlands: there are plenty of would-be entrepreneurs with management skills honed during the savage recession of the early 1980s, and plenty of deals for them to do. The result is that the market has grown 25 per cent compound over the past five years, and last year saw £50m was channeled into the region in some 120 transactions.

The largest player in the region is 3i, which invested £200-250m last year in 90 deals and thus has a 60 per cent share of the local market. The venture capital arms of the clearing banks - particularly Lloyds and National Westminster via County NatWest - are also active, as is Sumitomo Ventures, a large independent house with some 50 per cent of its £50m portfolio invested in West Midlands companies.

According to Mr Nigel Guy, investment director at 3i's Birmingham office, the pattern of investments in the region is almost the reverse of the position elsewhere in the UK. Some 60 per cent of its total investment in the region (which totals more than £160m invested in 400 companies) is in the manufacturing rather than the service sector.

"I think we are big enough

here to say with some certainty that things are holding up well," Mr Guy says, reflecting on the state of the local economy. "The companies having problems are retailers and home furnishing suppliers. The manufacturing companies are lean and fit and the stronger ones are looking to expand by buying up the weaker ones."

The firms for the industry is that most deals require a substantial injection of cash as well as equity, with interest rates at record levels; many deals are impossible.

Mr John Kerr, managing director of Summit, observes that the economic climate has become "noticeably tougher over the last year." As the slowdown took hold, he noted a falling away in the demand for transactions but he says that there has been a considerable pick-up in activity recently.

"At first, sellers of companies were hoping that the economy would revive and were holding out for the best possible prices for their businesses," Mr Kerr says. "Now there is a new realism and people are doing the deals in the expectation that the economy is not suddenly going to revive."

David Waller

Legal Services

Big four hold court

THE MARKET for legal services in the West Midlands is dominated not by any of the big London-based firms but by four strong regional practices.

These are: Edge & Ellison, Eversheds & Hind; Pimsey & Co, and Wragge & Co, all of which have been rooted in the region for decades and during the 1980s enjoyed a period of what a partner in the one of the Big Four calls "quite unprecedented growth."

The firms have done well for a variety of reasons, one of which is the revival of regional industry in the latter half of the decade, another is the ease with which they have been able to tempt qualified solicitors away from London to work in the provinces.

They are united in claiming that they can offer the same quality of corporate advice as any practice in London, at a much lower price. As a measure of this, the firms say that their clients are spread across the UK and not biased solely in the Midlands.

There is evidence of a slowdown after at least three years of 35 per cent growth. Mr Andrew Rees at Eversheds says that "there is unlikely to be real growth above inflation until after the election." Much of the firm's work has been tied to corporate finance activity, but interest rates and economic slowdown have had their effect, and the number of transactions has dwindled in recent months.

Birmingham's lawyers are confident of the future; they have put much emphasis on practice management in recent years, and are as tightly managed as any firm in the City and they have concentrated on forging strategic alliances which reduce their dependence on the West Midlands.

Pimsey & Co, for example, is a member of the Legal Resources Group, the third largest grouping of lawyers in the UK.

David Waller

The city hopes the ICC will enhance its image

The jewel in the crown

THE International Convention Centre will provide the final touch that will turn Birmingham into an international business/finance city with facilities and appeal to match established centres in Berlin, Paris and Vienna.

The construction of the £148m centre is the jewel in Birmingham's revival that has dominated the skyline for the past two years and is being transformed internally for opening in April 1991.

The ICC will be Europe's first purpose-built convention centre. It includes a complex of 11 halls, a 2,000-seat symphony hall and the multi-purpose National Indoor Sports Arena.

These facilities will launch Birmingham as a potent force in the world convention industry.

In the last five years, conventioning has become the fashionable way of raising money and a city's profile. Birmingham feels that its timing is right because it has benefited from learning from the mistakes made by other convention venues.

Just as the National Exhibition Centre in the 1970s was, and continues to be, a prime stimulator of economic opportunity and revival in Birmingham, so the ICC is set to be the catalyst for even greater investment in the 1990s.

The centre continues Birmingham's move from its dependence on the traditional engineering and manufacturing industries to a more service orientated economy.

Where the cynics predicted the NEC would be a white elephant, reaction to the ICC has been positive and in line with the changing image of a city that is perceived as a centre of prosperity and growing financial importance.

Mr Barrie Claverdon, sales director for the ICC and who heads a team to attract conferences from around the world, believes that with a year to go to completion, the centre has already played an important part in the general uplift of business activity within the city. "There is a correlation between the ICC and the economic revival of the city," he said.

Mr Claverdon admitted that selling the city had not been easy because of Birmingham's old image as a manufacturing centre. "In Europe we had to overcome an outdated and negative image, although the success of the NEC in Europe has been a great help in changing peoples' attitudes."

He found that the ICC had less of a problem in the US

where Birmingham was virtually unknown. "The good thing about the US is that it does not have a negative view and when shown what we have to offer combined with the attractions of our heritage, the Americans have been very interested."

Mr Claverdon's aim is to turn the ICC into England's top convention venue and then to push into the top two in Europe and become a leading player in the world sector.

The centre is well on its way to achieving the goal with 50 conferences booked 10 months before opening and 150,000 delegates expected through the doors in the first year.

The ICC's impact on the city's economy will be considerable; it is estimated the centre will bring in between £10m and £20m for the first year.

The financial sector has shown its support for the ICC by booking space for a series of corporate conferences. It sees the building as enhancing Birmingham's attraction to British and world industry.

Leading accountants Peat, Marwick McLintock, have booked to be the ICC's first corporate users as well as staging an in-house conference for 1,000 staff next year.

Birmingham's world famous City of Birmingham Symphony Orchestra will use the 2,000-seat symphony hall as their home base and the ability to host international artists as

well as sporting events in the indoor arena all combine to destroy another myth of the city being a cultural wasteland.

A series of significant cultural coups by the city council to lure the Royal Sadlers Wells, the D'Oyly Carte Opera company and the Crufts Dog Show to permanent homes add to the diversity of established attractions such as the Jazz Festival, International Film and Television Festival and the City Super Prix.

Ken Gibson

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These are just a few illuminating facts about Midlands Electricity. For more information, please contact Mike Dernie, Midlands Electricity plc, Mucklow Hill, Halesowen, West Midlands B62 6BP. Tel: 021-423 2345.

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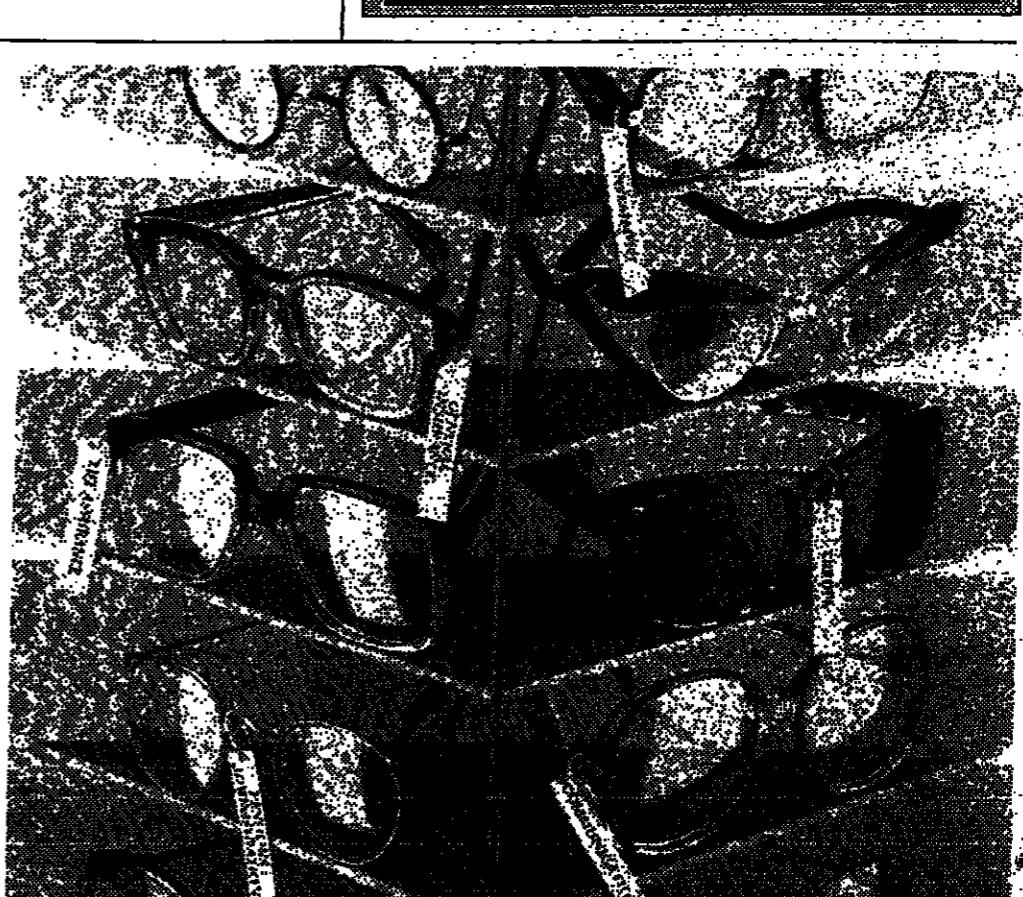
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Mexican industry

Contrasting strategies
for 'life after debt'

Robert Graham examines the growth of Alfa and Vitro

In Mexican boardrooms a frequent aphorism can frequently be heard these days - 'There's life after debt'. This is shorthand for saying that after the traumatic - and at times near fatal - experience of the debt crisis in the 1980s, companies are experiencing a new lease of life.

It is particularly true of the handful of conglomerates in the northern city of Monterrey, which have traditionally been the industrial leaders of Mexico. Caught heavily overspent by the 1982 debt crisis, with several pushed to near-bankruptcy, they have at last emerged leaner and wiser.

With their finances restructured, they are once again embarked on ambitious development strategies.

In the process, management face a complex array of challenges. These include competing in a deregulating domestic market, the need to integrate with the global economy, decisions on expansion outside core business and whether to retain the structure of family-controlled companies.

Such a view is reinforced by the recent announcement of the Mexican and US governments to push for closer integration of their trade. Even without such a political push towards a free trade area, management at Alfa and other Monterrey companies have been obliged to view the US as a natural extension of their domestic market.

Ever since Mexico joined the General Agreement on Tariffs and Trade (GATT) in 1986, Mexican companies have been slowly (and painfully) made to realise that the comfortable days of protectionism are over.

"Everyone here now understands what it means to be competitive," says Hutchinson.

Vitro, which has a near monopoly in Mexico of glass containers and glassware and is the country's sole flat glass manufacturer, quickly saw its potential vulnerability once the economy started to open up. "We began to feel the first effects with the lowering of tariffs in 1988," says Hugo Jaime Relanzon, in charge of banking relations at Vitro. The debate at Vitro was then whether to consolidate its core business or take advantage of deregulation to diversify. Vitro had already branched out into the domestic appliance sector.

At Alfa the considerations have been more complex. The product of a merger in 1974 of the Garza Sada families' steel and paper interests grouped round Hylsa and Titan respectively, Alfa is by nature a hybrid. During the early phases of the debt crisis, Alfa's creditors sought to prune the group back to a core of steel and petrochemical interests.

However, the management turned the group round faster than expected and was able to hang on to the bulk of holdings. Thus last year steel accounted for 37 per cent of sales, petrochemicals for 35 per cent, while automotive parts, food and packaging comprised the remainder. With the Mexican economy recovering and a market of almost 90m inhabitants, which it knows well, Alfa sees no reason not to be diversified. Indeed, it is poised for expansion.

"We are considering levering up again," says Hutchinson. "But we have learned the lesson, and you will see us levering up in a conservative way. We are not going to repeat the same mistakes again." The debt/equity ratio now stands at 60 per cent. Alfa management feels the benefit of hindsight, reduced the group to technical bankruptcy in the early 1980s was not rapid diversification. Rather the blame is put on the group's inadequate financial structure.

Alfa has traditionally placed emphasis on joint ventures, and increased international competition has confirmed the wisdom of this strategy. "Three quarters of our non-steel business involves joint ventures... We have the culture of joint ventures," says Hutchinson. Multinational partners include Akzo, Amoco, BASF, Dupont and Ford. "It is a question of do you fight them or join them?" he adds.

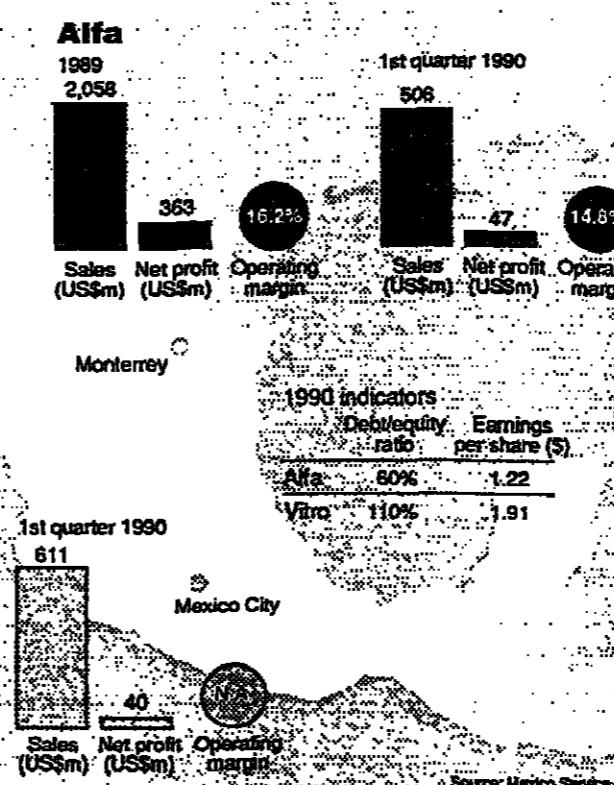
The biggest strategic dilemma Alfa faces stems from its steel activities. The Mexican Government recently decided to privatise Sidermex, the state-owned steel company

which shares the local market 50/50 with Alfa's Hylsa. Alfa must choose whether to bid for all or part of Sidermex and so risk making the group too heavy with steel.

Alfa annual production of 1.6m tons continues to be protected by a series of government measures, which the management feels is entirely justified given Mexico's level of development. It has a niche export market of steel pipes to the southern US oil industry. If so, the government encouraged the Japanese to take a stake in Sidermex. Alternatively, Sidermex may find no bidders. Either way, Alfa may well find itself forced to bid for Sidermex - above all else as a defensive measure.

For Alfa, the best form of defence against competition has been attack: buying into the US glass market. We saw during the 1980s the consolidation of international glass groups at the global level, says Garcia. "In the US since 1980 the number of groups has almost halved so that now there are just over 15. We also saw the trend towards international alliances like Saint-Gobain/Owens."

Vitro has grown rapidly and vertically out of brewing, then into glass bottling and moulded parts, then into detergents, paper moulders, flat glass, silicates and finally



household goods. Although Vitro controls 49 per cent of the petrochemicals group, Cydsa (its own of the five Monterrey industrial giants), the management has always been cautious in moving too far away from the core business. Thus, therefore, made a US glass acquisition all the more logical.

"Anchor was a company with second grade technology which was in difficulties. Nevertheless, it was the second biggest glass container manufacturer in the US quoted on the NYSE," says Garcia. The offer for Florida-based Anchor was made last August at the same time as one for a small private California glass company, Latchford, was recorded.

As a result of the purchase, total bank debt rose from \$358m to \$1.28bn, giving a debt/equity ratio of 110 per cent.

This is clearly a heavy burden and the purchase will take some time to digest. Vitro has a number of financial options that could include off-loading Cydsa shares or incorporating the latter into its balance sheet.

Unlike Alfa, which is willing to consider equity as a means of raising funds, the Vitro board still has no wish to dilute the family share base. Ultimately the Anchor-Latchford purchases are intended to push Vitro towards its real ambition. "We want to be technologically independent by the year 2000," says Garcia.

UK management consultants

Still going strong
— but slower

By Simon Holberton

Is the boom in management consultancy coming to an end? Is one of Britain's fastest-growing service industries evolving into a more mature industry?

As with all such questions there are as many who would answer yes as no, but one thing is clear from the Management Consultants Association's latest analysis of its members' fee income: the rate of growth in income may be slowing down quite markedly.

On the basis of first half-year fee income of £364m, the MCA is projecting total fee income for the year of about £750m, or some 15 per cent up on 1989. This growth compares with an annual average growth in income of 34 per cent in the three years to the end of 1989.

A further indication of the slowdown in activity appears in the number of consultants employed. In publishing its figures yesterday, the MCA said net staff at the end of June was 7,130 against 6,760 at the end of last year — a five per cent rise. This compares with a more than 40 per cent rise in 1989.

The MCA is conservative when it comes to making predictions and its assumption that the second half of 1990 will produce no more income than the first may be no more than that. But if its prediction proves correct — and the economic backdrop is not propitious for either industry or the consultants — then 1990 will prove to be a year in which "through-the-year" growth in income came to a standstill.

Inertia, however, will mean that 1990 is still a record year as far as income is concerned. If the Association is correct in estimating that its 31 members are responsible for 70 per cent of the fee-paying management consultancy industry, then 1990 may turn out to be a £1bn year for British consultants.

The MCA's membership covers a broad spectrum of the consulting industry. Brian O'Rourke, the MCA's executive director, reports that higher growth rates have been skewed towards the large firms, while the medium-sized and small consultancies are growing at a slower rate.

David Miller, president of the MCA, says the outlook is mixed. "Some have full order books; others expect repeat business to be strong but new business not so strong." He adds that few expect the second half of this year to be worse than the first.

As the analysis of fee income below shows, growth in fees from information technology still makes that the best performing business area, followed by manufacturing management and technology. Miller says that the bias towards IT and manufacturing members of the MCA.

O'Rourke, the only man who gets to see the disaggregated data firm-by-firm, says that the larger consultancies have achieved much higher growth rates in the IT and manufacturing areas than the average suggests, while the smaller consultancies are below the average.

The public sector is a huge supplier of work to management consultants. The MCA says that the growth in fees earned from work for the public sector was 13 per cent. O'Rourke says this area of business remains hotly contested and there were many more players tendering for the available work. Health and defence remain strong markets.

Miller says the public sector as a market was likely to become erratic as the next general election drew near, with some projects being accelerated and some deferred.

UK consultants' fee income (%-year)			
	1989 (£m)	1990 (£m)	%
Information technology	89	135	51
Manufacturing Mgt & Tech	34	42	31
Other services*	166	175	5
Public sector	92	104	13
<small>*Including finance and administration, corporate strategy, marketing and human resources</small>			
<small>Source: Management Consultants Association</small>			

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ARTS

Arts Week

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13 | 14 | 15 | 16 | 17 | 18 | 19

EXHIBITIONS

London

The Royal Academy. The 22nd Summer Exhibition – the oldest established and largest open submission exhibition in the world. It covers the broader centre ground of professional British art, July 1 until August 19; sponsored by the Dai-Ichi Kangyo Bank.

The Tate Gallery. On Classic Ground – a large exhibition devoted to French, Italian and Spanish art of the first four decades of the century. Until September 2; sponsored by Read International.

Paris. Galerie Schmit. French masters of the 19th and 20th century. There are works by Pissarro, Degas, Delacroix, Cezanne, Gauguin, Matisse, Renoir and Picasso. 396, Rue Saint-Honoré, closed Sundays and lunchtime, ends July 18 (01 4285100). Centre Georges Pompidou. Andy Warhol. Some 200 works retrace the career of the multi-faceted artist who, born of Czechoslovak immigrant parents in Pittsburgh in 1928, became one of the main representatives of American Pop Art and one of the Underground Culture scene. Closed July 23.

Grand Palais. Joseph Wright of Derby. Some 80 paintings and 30 drawings sum up the career of the 18th century portraitist who introduced the chiaroscuro into English art. Closed Tue, Wed late closing, ends July 23 (02 8514100).

Galerie Art Saint Honoré. A Flemish 15th century retable. Around a large-scale 15th century Adoration of the Magi painted by an anonymous artist who combined to great effect northern realism with more than a dash of Italian mannerism. Monika Kruch assembled other works of religious inspiration. 267 Rue Saint Honoré (02 8501503). Open daily. £5. Ends Sept 30. Begatelle Chateau and Trianon. Vienna 1815-1853 – the Biedermeier period. Vienna's museums have lent some 250 pieces of furniture, porcelain, paintings and objets d'art for an exhibition of the style which expressed the Austrian capital's changed mood after the return of Napoleonic wars. The Biedermeier style. £20. Ends August 15 (020 2010 2010).

Petit Palais. James Ensor 1860-1949. A retrospective of 100 paintings, 130 drawings and etchings brings to mind Ensor's pro-

vocative boast of "I am mad, I am stupid, I am nasty". Closed Mon, ends July 22 (020 51273).

Grand Palais. Pre-Columbian art in Mexico (1500BC-AD 1521). Some 130 pieces from Mexico's archaeological museums bear witness to the high degree of artistic development of the ancient civilisations of the Maya and Aztecs. Closed Tue, late closing Wed. Ends July 30 (02 8504100).

Martigny

Fondation Pierre Gianadda. Modigliani. Some 50 oils, as many drawings and some sculptures form an important retrospective of the Italian artist living at the beginning of the century in the feverish atmosphere of Montparnasse and Montmartre. Open all days. Ends Oct 28 (06 229797).

Brussels

Palais des Beaux-Arts. 23 Rue Ravenstein. Fondation Maeght Show with paintings, drawings by Miro, Giacometti, Magritte, Alechinsky, Warhol. Some 200 works by Italian and foreign museums celebrating the centenary of the painter's birth. Limiting himself almost entirely to still-lifes and landscapes inspired by the countryside around his native Bolzano, Morandi has been described as the painter of silence. Ends Sept 2.

Mannheim

Städtische Kunsthalle. Moltkestr. 9. Emilie Bernard, a painter always in the shadow of Van Gogh and Gauguin is honoured with a retrospective of 170 early paintings. Ends August 5.

Essen

Villa Hugel 15. St Petersburg around 1800. This is the third exhibition to be mounted by the Ruhr Cultural Foundation, set up in 1984 by Berthold Seitz, head of the Alfred Krupp foundation. With 555 pieces on loan from Leningrad's state Hermitage Museum, the exhibition details the developments of Russia from a great empire to a

Rome

Galleria Nazionale d'Arte Moderna. Fabrizio Clerici retrospective: in a labyrinth designed by the artist himself and built in the gallery's walls, are hung a series of exquisite drawings and miniatures which move from a group of baroque drawings of Naples, inspired by a childhood love, to intricate metaphysical works in pastel shades which manage to be simultaneously restful and stimulating. Ends Sept 16.

Florence

Palazzo Vecchio. The age of Masaccio: tying in with the reopening of the Brancacci chapel in the Church of the Carmine after a six-year restoration on the cycle of frescoes by Masaccio and Masolino, are 109 works by painters and sculptors who worked in Florence in the golden years between 1401 (the date of Masaccio's birth) and 1440. Ends Sept 30.

Naples

Castel Sant'Elmo. In the Shadow of Vesuvius: Naples through the eyes of European artists between 1400 and 1800: a fascinating collection of over 300 oils, water-

colours, prints and drawings of a city which has proved irresistible to artists and travellers for nearly five centuries. Ends July 21.

Venice

Palazzo Ducale. Titian. This exhibition organised jointly by the Venice local council, the Arts Ministry and the National Gallery in Washington marking the 500th centenary of the painter's birth is the largest for over 50 years. Ends Oct 7 and goes to Washington.

Bologna

Galleria d'Arte Moderna. Giorgio Morandi retrospective. Over 100 works lent by Italian and foreign museums celebrating the centenary of the painter's birth. Limiting himself almost entirely to still-lifes and landscapes inspired by the countryside around his native Bolzano, Morandi has been described as the painter of silence. Ends Sept 2.

Chicago

Chicago Historical Society. The Land of Lincoln does its most famous citizen proud in the exhibition "A House Divided: America in the Era of Lincoln", with documents, memorabilia and personal effects of the Great Emancipator. Art Institute. Before going to the Royal Academy in London later in the year, Chicago gets to see Monet's series paintings, including Haystacks, Poplars and Rouen Cathedral, all from the 1890s. Ends August 12.

Tokyo

Tenn Museum. Perfume Bottles by René Lalique. What better venue for this charming exhibition than this former imperial residence whose main rooms were designed by Lalique and whose Art Deco interior must surely be one of the finest in the world. Closed on alternate Wednesdays.

Meguro Art Museum. Josaku Maeda. Over 100 paintings by a Japanese artist (born in 1926), who studied in Paris and whose works are all based on the Mandala. The paintings are grouped by theme.

Shoto Art Museum. Shibusawa. Japan's first exhibition of over 150 prints by late 19th century artists such as Whistler, Pissarro, Toulouse-Lautrec and Manet, who were influenced and inspired by Japanese crafts and ukiyo-e woodblock prints. Ends July 22.

Bunkamura, The Museum.

Years of European Art. Loan exhibition from the Pushkin Museum, Moscow, especially strong on post-impressionists, whose work was seized by the state after the revolution kept under lock and key for many years and reviled for its "decadence". Closed Thursday.

Museum of Modern Art. An internationally organised exhibit of Matisse's paintings and drawings from 1912 and 1913 during the critical period of his Moroccan stay. Ends Sept 4.

Washington

National Gallery. More than 90 prints by Edward Munch show the Scandinavian artist at his most colourful and prolific, linking his familiar emotional themes of anguish, jealousy, death and loneliness.

National Gallery. More than 10 media are included in the major show of Jasper Johns's drawings over 35 years. Ends July 23.

Hirshhorn Museum. Paintings, drawings and sculptures from the Bay Area Figurative movement in the 1950s and 1960s include works by Richard Diebenkorn, Elmer Bischoff and sculptor Manuel Neri among the 88 pieces on view.

National Museum of African Art. The national tour of artistic and religious objects, much of which encompasses nine centuries of Yoruba civilisation. Ends Aug 26.

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OPERA AND BALLET

London

Royal Opera, Covent Garden. "Arabella", one of the company's more elderly productions, is revived for Kiri Te Kanawa as heroine and Jeffrey Tate as conductor. The cast also includes Marie McLaughlin, Peter Weber and Anne Howells. The first production in London for more than a century of Rossini's "Guillaume Tell" had mixed success but still won't catch. It is produced by John Cox, conductor: Michel Polymeris and has Gregory Yurishich, Chris Morris, Lella Cuberri and Robert Lloyd in leading roles. More performances of the company's much-revived "La Bohème" production by John Copley; Antonio Pappano conducts. Principal roles include Renée Fleming, Renée Fleming, and William Sharp.

English National Opera. Coliseum: no performances until August.

Paris

Opéra. La Syphide in Pierre Lacotte's choreography replaces "La Bayadère", which will be produced later on (07425371).

Munich

Opera. Munich Opera Festival until July 31 offers "Semiramide" Philharmonie, choreography by

in a concert version with star singers Edita Gruberova, Julie Kaufmann, Samuel Ramey, William Mattei. The new "Traviata" production is by Howard Da Silva with Julie Kaufmann, Elke Wilm-Schulte, Ulrich Ress, Damacio Gonzales and Regine von Benza. "Lohengrin" in August Everding's production features Lucia Popp, Janis Martin, Kurt Moll, Ekkehard Wlaschitz, and is expertly conducted by Wolfgang Sawallisch. "Nabucco" is sung by John Cox, conductor: Alain Jessenius, Nesterenko, Alain Fondary in other parts. Also the wonderful "Le Nozze di Figaro" production with a first rate cast led by Pamela Coburn, Ann Murray, Samuel Ramey, Barbara Bonney and Cornelius Wulffkopf.

Stuttgart

Opera. Die Verkaufte Braut is a well done repertoire performance. Last Der Fliegende Holländer with Simon Estes in the title role.

Merida

Arena. 69th festival offers the usual menu: "Aida", conducted by Nello Santi, with Marinella Chiara and Nicola Martinucci, "Carmen" with Grace Bumbry and Giuseppe Giacomin and Daniel Oren conducting Tosca with Giovanna Casella and Alberto Capuano (02151).

THEATRE

London

Anything Goes (Prince Edward). Cole Porter's silly ocean-going 1930s musical has four or five marvellous songs and Louise Collyer trying to outdo Ethel Merman. Jerry Zaks's deceptively bright production comes from the Lincoln Center in New York and is underhanding fare (071 734 8551, cc 071 836 2429).

Allegro! Personae (Whitehall). Robert's revival of an old Ayckbourn comedy, directed by the master himself, about three couples at Christmas in three kitchens over three years. Moira Redmond, Richard Kanner and Lavinia Bertram on fire form in a production which confirms Ayckbourn's early break (071 837 1119).

Jeffrey Bernard is Uwe (Apollo). Tom Conti is the alcoholic journalist who embodies a Falstaffian, may-saying life force while committing public suicide by vodka. Keith Waterhouse has written a fine play, the second highlight. Ian Bernard directs (071 237 2655).

Aspects of Love (Prince of Wales). Andrew Lloyd Webber's latest is an intimate chamber opera derived from David Garnett's 1955 novella. Musically interesting and well directed by Trevor Nunn, a cast of unknowns project the right sense of sympathetic insouciance. A probal but spectacular, hit (071 839 5072).

Shadowlands (Queen's). Four-tissue weepie about the love affair between crusty Oxford writer C.S. Lewis and the cancer-ridden American poet Joy Davidman, which pushes both Nigel Hawthorne and Jane Lapotaire into the awards stakes. William Nicholson's play is irresistibly emotional. Elijah Moshinsky's direction is superb (071 734 1166).

The Wild Duck (Phoenix). Peter Hall's revival of Ibsen's tragic comedy champions the great Norwegian's humorous potential. Alex Jennings, David Threlfall and Nichola McAuliffe head the cast (071 240 9661).

Allegro! Personae (Whitehall). Robert's revival of an old Ayckbourn comedy, directed by the master himself, about three couples at Christmas in three kitchens over three years. Moira Redmond, Richard Kanner and Lavinia Bertram on fire form in a production which confirms Ayckbourn's early break (071 837 1119).

Gypsy (St James). This 30th anniversary production does more than revive a rich, vivid musical; it also introduces a new belter in the Merman tradition, Tyne Daly, as the bossy, tireless and taurine Rose, who shamelessly leads her daughter into burlesque. Daly's a personal life for herself (071 236 0122).

Grand Hotel (Martin Beck). Tommy Tune, Broadway's present musical doctor, directs this remake of the Garbo film to at least shake the bones of this inert depiction of lives crisscrossing in a random setting (071 837 0102).

Sweeney Todd (Circle in the Square). An intimate production of the Sondheim musical musical in contrast with the elaborate original a decade ago emphasises the descent into madness of Bob Gunton as the demon barber of Fleet Street (071 839 5072).

Jerome Robbins' Broadway (Imperial). Anyons attracted by the notion of three hours of film trailer previews will adore this compendium of Robbins' directed and choreographed plays of the past 40 years, including "On the Town", "West Side Story" and "Gypsy". The lustre of the credits is dimmed by the brevity of each

V. Vassiliev, special appearance by Maximiliano Guerra (1-338 24 82).

Milan

Teatro alla Scala. Rudolf Nureyev dancing the part of the magician Rothbart in his version of "Swan Lake", with Galina Ulanova and Charles Dutoit conducting.

Spoleto

3rd two worlds festival. Last two days of the festival offer the extraordinarily young Argentine dancer Juana Bocanegra dancing with his own company and soloists: Eleonora Cassano and the Rome Opera Company's "Raufale Paganini" at the Teatro Romano and a spare and abstract production of Strauss' "Elektra" with Deborah Polaski giving a moving performance in the title role.

New York

Bolshoi Ballet. The 160-strong company performs "Romeo and Juliet" this week and "The Taming of the Shrew" next. New York State Theater, Lincoln Center (007 7171).

Tokyo

Car & Pag. performed in Italian by the Fujiwara Opera, conducted by Michelangelo Velti, with guest artists Ermanno Mauro (Mon, Wed), Piero Cappuccini (Mon only), Ryoko Shima, Kikaku (224 5633).

Chicago

Steel Magnolias (Royal George). Ann Foy's production of Steel Magnolias, with Linda Ronstadt, goes from support for Eugene McCarthy's presidential aspirations to electoral ambitions in the 1980s, accompanied by the musical and emotional flavour of the period (223 8200).

Tokyo

Kabuki. Kabuki-za (041 2131). The matinee at 11am is a mixed programme that includes a spectacular lion dance, while the 4.30pm performance consists of even more spectacular full-length plays. "Takarazuka Tokubei", featuring music and movement with kabuki superstar Enomoto, master of the quick-change routine. Excellent earphone guide in English and English-language programme. Meanwhile, the National Theatre (263 7111) has a "kabuki classroom" that consists of a lecture demonstration (with earphone translation into English) followed by a performance of "Kozutsu no Jiro" (The Fox Puppets), an excellent introduction to kabuki. Opens Wednesday.

Paris

Arts Week

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ARTS

Minor masterpieces

When most dealers were interested in the Renaissance and Impressionism, the Hazlitt Gallery – and since 1973, Hazlitt, Gooden & Fox – was bringing to our attention the Baroque and the Barbizon School. It has been the specialty of the house – and its strength – to focus on the unfashionable and the off-beat.

After an interval of some 20 years, the gallery has once again staged an exhibition of Italian Old Masters. The difference now is that the 17th century is no longer a recherche taste. Values of Old Masters have soared in spite of a diminishing number of great pictures on the market since the hey-day of the late 50s.

The return to the South came about because of the recent appearance at auction of a small canvas by Pierre Hubert Subleyras which the gallery had exhibited in 1966. Director Jack Baer determined to buy the picture back and to present another show of "Italian and the Italianate." Gracing the gallery walls in 1966 were works by Pontormo, Perino del Vaga, Annibale Carracci, Domenichino and Cavallo. Four are now in museum collections.

In these leaner years, Hazlitt's has succeeded in gleaming an impressive gathering, in large part due to new rediscoveries and attributions, and by the return of pictures which were acquired through the gallery. The onus, perhaps characteristically, is on minor masterpieces by the great

names, and major works by minor masters.

Two pictures have found their way into national museums. In pride of place, condemned off by red rope, is an *Adoration of the Magi* by Carlo Dolci, acquired by the National Gallery some 100 years after it was first offered (it originally went to Buenos Aires instead). Dolci still may not be everyone's taste – he is not in my Pantheon – but it is impossible not to respond to the solemn tenderness and awe that unite the figures around Christ.

A magisterial Joseph gestures towards the black Magus who has fallen to his knees, his proud, protective gaze fixed on the Christ Child. An intent servant carefully passes the final gift to the third king, the pair deeply conscious to whom they offer tribute. Dolci, a pious man, gives us an impeccably mannered Christ Child, who graciously blessed one potenteate with one hand while the tips of the other are gently cradled by the Virgin.

It is equally impossible not to respond to the brilliance of the richly embroidered silks, brocades, velvets and furs, or to the engaging serpentine necks of the camels in the distance. The now resplendent canvas, never cleaned or relined until its recent move to Trafalgar Square, will probably never be lent again.

Past a small Guido Reni head of St John on copper, is a cool and stately Phrygian Sybil, swathed in hot rust, crimson and blue. Sir Denis Mahon has identified her as a

lost late Guercino commissioned by the Bolognese Ambassador resident in Rome in 1647, related to the half-length Persian Sybil bought by the Governor of Cento a month later, and now in the Pinacoteca Capitolina in Rome. From the Caravaggesque come a sombre early Mattia Preti, another rediscovery, of Daedalus fixing the wings on Icarus (wait a moment for the sun to shine through the gallery skylights) and the Birth of the Virgin by the unmistakable hand of Francesco del Cairo.

As well as set-piece stage histrionics such as Solimena's Joseph and Poitiphar's Wife, there is also the intimate, enchanting and fantastical. A hunting party chased across a slice of *pietra paesina*, concocted by Filippo Neri. The artist exploits the natural markings of the stone which suggest craggy rocks, foliage and a distant hill town in much the same way that Alexander Cozens used ink blots as a point of departure. The historian Baldinucci tells us that while the Grand Duke Cosimo II took to his bed, the artist would devise such scenes for his amusement.

Italians predominate here, though there is a sprinkling of those Northerners who were drawn to Italy by the lure of its Classical past and the beauty of the Roman campagna. Subleyras takes his inspiration for a satyr and a bacchante before a pagan god directly from a Castiglione print. From the Gostiglione-born Goffredo Wals, whom Baldinucci informs us was the teacher of Claude (who



Carlo Dolci's "Adoration of the Magi," acquired by the National Gallery

is also represented here), comes a haunting landscape on copper. The small picture will sit happily in the octagonal "cabinet" at the National Gallery of Scotland. It is accompanied by another Wals, this time on canvas, in which the open, light-filled space of the middle distance seems almost to have the eeriness of De Chirico.

Bozzetti or preparatory sketches, are another favourite of the house. Visentini's oil studies of architects are out of the ordinary and delightful.

Susan Moore

You Never Can Tell

WEST YORKSHIRE PLAYHOUSE

This is a Whitehall Theatre farce ahead of its time, with its unexpected confrontations and unsuspected identities, but because Shaw was a more concerned writer than Ray Cooney, these tricks are used to more practical ends. Not entirely unsuspected, no doubt, that stuffy Mr Crampion who had a tooth out in Act One should turn out to be Dolly's father and the husband of feminist Mrs Clandon in Act Two, but this is more than joke, it is the trigger that fires an even-tempered family ethics.

The least funny characters are Mrs Clandon's twins, Philip and Dolly, who have no significant use except to romp about. Ian Puleston Davies and Cara Kelly range merrily and madly, never a thought. Mr. Valentine, the "five-shilling dentist," is no more than an impudent young professional, but Shaw makes it such an unexpectedly

attractive quality that one can see how, 18 years earlier, she could have charmed the difficult Fergus Crampion (James Berwick) into marriage. True, in her youth she and her solicitor Finch McComas (Christopher Wilkinson) belonged to the avant garde, little as you might think so from their adult personae. As for Walter Bohun, KC (John Branwell), impressive even in fancy dress, he puts them all in their place at the bell in the last act.

Vanessa Fielding has done well with enough feel of the old Whitehall but not so much as to blanket Shaw's wisdom. Eve Stewart's designs are practical. The audience will like me feel, that this play ought to be the small change of every repertory company in the land.

B.A. Young

Suk Quartet

WIGMORE HALL

It was not only on television that goblins invaded at the weekend. One rogue member of the species found its way on to the Weekend FT arts page and announced a review of the Suk Trio, even though the piece printed below talked about the Suk Quartet, a quite different group. As the Suk Quartet was back at the Wigmore Hall on Wednesday, one hopes there was no ill-feeling.

The members of the group are always welcome here and it is perhaps unfortunate that this visit should have coincided with the Borodin Quartet, as it makes comparisons inevitable. For all their admirable qualities the Suk players are not nearly so sophisticated in the corporate sound they make, or in the variations of tonal colour they can achieve,

as the Borodin, who excel on that point particularly.

This programme, in any case, did not start well. The Beethoven A Major Quartet, Op.18 No.5, which was the opening item, exhibited little youthful zest and lost its way in tentative and surprisingly untidy playing. But the disappointment was happily short-lived and with their return to the platform and the music of their native land the players changed briskly into a new identity, full of confidence and interpretative vigour.

The work was the Second Quartet of Josef Suk (1874-1935), after whom the quartet takes its name. The Wigmore Hall's Bohemian Festival has given us plenty of opportunity to get to know Suk's music, but this quartet

seems to me the finest of any of the pieces we have been offered. It is full of lyrical writing and the players' mellowness, full without ever being heavy, could hardly have been better suited to its inimitable Czech style.

After the interval the young Japanese pianist Yuki Matsuzawa joined the Quartet for a lively and appealing performance of Schumann's Piano Quintet that wanted only some extra lightness of step. At the end, though, it was the haunting music of the Suk that lingered tantalisingly in the mind, always the sign of a fine piece newly discovered: it is good news that the Suk Quartet will be recording it before they leave the country.

Richard Fairman

ARTS GUIDE

MUSIC

London

Modern Jazz Quartet (Sat). Barbican Centre (071-585-5961). London Concert Orchestra, Summer Classics concert conducted by Philip Sims. Rossini, Grieg, Tchaikovsky, Elgar and Ravel (Sun). Barbican Centre (071-585-5961).

As far as Gershwin, Jack Gibbons piano (Sun). Queen Elizabeth Hall, South Bank Centre (071-585-5960).

Yuri Nagai (violin) and Nigel Clayton (piano). Bach, Bee, Shostak, Shostak, Bebe, Paganini (Mon). Purcell Room (071-585-5960).

Arturo Sani Quartet. Haydn, Mendelssohn, Tchaikovsky (Tue). St. Martin's Hall, Ave Maria Lane, EC4 (071-248-2260).

London Chamber Orchestra. All Mozart programme (Wed). Queen Elizabeth Hall, South Bank Centre (071-585-5960).

City of London Sinfonia and London Symphony Chorus conducted by Richard Hickox, with soloists Jo Ann Picketts, Cynthia Carey, Damon Evans and Willard White. Tippett's *A Child of Our Time* (Wed). Southwark Cathedral (071-248-2260).

Festivals in France

Paris

Festival Estival. Quatuor à cordes, Catherine Collard, soloist. Franck (Mon). Auditorium des Halles. Ensemble Musique Oblique conducted by Georges Benjamin. G. Benjamin, Jaural, Harvey (Tue). Auditorium des Halles.

I Seminario Musicale with Gerardo Lense as conductor and counter-tenor. Vivaldi (Wed). Saint-Severin Church.

Byzantine and Syriac chants accompanied by flute, flute andand other (Thur). Notre-Dame-du-Travail Church, 59 Rue Vergingennes, Metro Porte de Clichy (030-4930).

Montpellier and Radio France International Festival stages 50 concerts, among them a

Franch Martin oratorio, Mariano's *Chants du Souvenir*, piano Victoria Postnikova, Finkusky, Ravel, Chiu and 15 jazz

concerts. July 13-Aug 2 (073-233-333).

Beaune

International Encounters. L'Orchestre du Siècle des Lumières, Gend Collégium Vocale, Amsterdam Baroque Orchestra and Ton Koopman, the Soviet State Symphony Orchestra. Ends July 22 (022-2451).

La Chaise-Dieu

La Grande Ecurie Chambre du Roy, conducted by Claude Malgoire, Moscow Philharmonic Orchestra. Aug 23-Sept 3 (710-843-328).

Brussels

Summer Festival. Grand Orchestre d'Harmonie de la Monnaie des Guides conducted by Norbert Nozy, Pizzini, Paganini, Legge, Bernstein, Waagstein, Bender (Fri). Conser-

vatoire Royal de Musique, 30 Rue de la Regence (513-5940).

La Renaissance L'Orgue, with Philippe Van Zuylen (soprano), Anna Marsilio (soprano), Cecile Delvin, Philippe Descaamps (violin), Benedicte Alavoline (alto), Françoise Gobin (bass), Michel Vives (sax). Chorale des Brigitines, Petite Rue des Brigitines (513-5940).

Xenia Konsek (soprano), Olivier Roberti (piano). Lieder by Mozart, Schubert (Thur). Centre Culturel des Rives Claires, 24 Rue des Rives Claires.

Antwerp

Prague National Theatre Chamber Orchestra conducted by Václav Jirousek. Mozart programme (Fri). Open-air concert (Thur) (03-223-7160).

Anthe Music festival. David Garlings (cello), Tatjana Schatz (piano), Schumann, Schubert, Bach, Beethoven (Fri); Royal Wallonia Orchestra conducted by Jean-Pierre Wallé (Violin) with Dominique Cornil (piano).

Mozart, Martinu (Sun), Gózzi, Abbaye d'Aulne (Thurs) (071-50-10-01).

Amsterdam

Radio Chamber Orchestra conducted by Leopold Hager, with Helmuth Davidovich (Fri); Wim Dommerschberger-Ernst (Sat); with Young Juk Kim (Sun). Mozart festival. Concertgebouw (718-345).

Daniel Weyenberg (piano). Chopin, Liszt (Tues). Concertgebouw (718-345).

Hungarian Virtuosi with Miklós Szenthelyi, James Brooks Brun-

ze, Boccherini, Barber, Bartók, Vivaldi (Thur). Concertgebouw (718-345).

Weimar

Cultural Festival (July 16-Aug 11). Weimar, the centre of German classical culture, to stage the first pan-German festival, profits from which will go to the reconstruction of this badly neglected city. Directed by Karl Stell-Wolfsberger, the festival will be staged in the original buildings of the former jazz club Jazz, Bach, who will be the central themes of the four week events.

Among the artists appearing are Eva Lind, Alan Titus and the Bavarian Radio Orchestra.

Under Rolf Weikert, Rudolf Buchbinder, Barry Douglas, Alexis Weissenberg, Will Quadling, Helmut Lohner and the Weimar Theatre Ensemble (022-683-998, fax 685-150).

Rome

Serenata in Chiosco 1990. Chamber concerts in the beautiful cloister of S. Maria della Pace.

The S. Cecilia guitar trio playing

Sach, Debussy and others (Sat); and the Piccola Accademia conducted by Giacomo Baffini playing Mozart, Haydn and Beethoven (Thur) (060-569-641).

Roma/Euro Festival. Roma/Bach, Brahms, Bruckner, to contemporary composers.

Until August 19. Kartenzentrale Schleswig-Holstein Music Festival Postfach 3840, 2300 Kiel. Tel (0431) 567-000.

Schleswig Holstein Festival

This year's 6th Schleswig Holstein festival, initiated and directed by Justus Frantz is an important and very successful event for this neglected region and has been enlarged to nearly 180 concerts in 32 different venues. World class musicians will be performing in towns and villages from Flensburg in the north to Lüneburg in the south in manor houses, barns, churches, concert halls, riding stables and castles. There will also be master classes. The festival's own orchestra, with 120 members from 22 different countries, will train throughout the summer in Salzau with 5 different

conductors, Sir Georg Solti, Christoph Eschenbach, Jiri Belohlávek, Paavo Berglund and Semyon Bychkov and they will be performing 10 concerts during this festival. Soloists include

Alban Berg Quartet, Igor Oistrach, National Gitarre, Boris Pergamenschikow, Heinrich Schiff, Olaf Baer, Dietrich Fischer-Dieskau, Hermann Prey, Peter Schreier, Ariane Auger, Christa Ludwig, Rudolf Buchbinder, Barry Douglas; Kathi and Marianne Labeque, Murray Perahia and James Galway. The programme ranges from Bach to Beethoven, Brahms, Bruckner, Mahler to Mozart, Tchaikovsky to contemporary composers.

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Barcelona

Grec 90 - Barcelona summer festival.

Concerto Italiano conducted by Rinaldo Alessandrini. Monterrey, Castillo, Calzadilla, Frescobaldi, Cesare Rizza (Fri). Teatre la Fenice (5210161).

July 13-19

King Lear

ROYAL SHAKESPEARE THEATRE, STRATFORD-UPON-AVON

The RSC's new production makes *Lear* a very visual play, not in the conventional sense of spectacle but as a freeze of figures against a background of nature, spinning, sick and distorted, a nature which must, as we know, be redeemed.

The tone is set by the stark angles, clean spaces and sudden radiances that characterise David Fielding's designs. The stage within the stage is in fact a cubed box, a giant tea-chest, two sides open, revolving to reveal two others: a smudged grey-washed background and a metallic wall with rings leading to a giddily high-set door. Its most brilliant use is during the storm when the box swivels to show Lear and the Fool staggering through their bright, antiseptic hall. The square of light against the cloudy background also spins, nature out of joint.

More characteristic are the bravura compositional sketches such as Luca Giordano's Minerva as Patroness of the Arts and Sciences, where the ease and fluency of the brushwork, and the eloquence of the slightest touch, are so seductive. Nobody can do this quite like the Italians, as François de Troy's clumsy theatrical scene seems to go out of its way to prove.

FINANCIAL TIMES

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Friday July 13 1990

A cold light on Houston

THE HOUSTON economic summit has been remarkable for its failure to mask disagreements among the participants. The careful stage management, to which such occasions are normally subjected, produced the customary warm glow of cordial entente. But in the colder light of morning, the final communiqué does not look particularly substantive in any of the three main areas of disagreement — farm support, the environment, and aid to the Soviet Union. It reads, instead, like an exercise in papering over cracks.

Farm support was, if not the most important issue, certainly the one subject to the most pressing deadline. Agreement on how to negotiate liberalisation of agriculture is the key to unlocking the barriers to success in the Uruguay Round of the General Agreement on Tariffs and Trade. It is inconceivable that developing countries would accept new international disciplines on trade in services and intellectual property rights without concessions by industrial countries on farm support. Moreover, linkages between farm reform and other items on the Round's agenda mean that negotiations cannot proceed while the question of agricultural subsidies remains unaddressed.

EC victory

Maybe the leaders have, as is claimed, now opened the door to agricultural negotiations. If so, it is because the US has conceded. To the unwar, the Houston agreement may appear to be a draw, but in substance it is an EC victory. The communiqué appears to go no further than the mid-term agreement of last year and, where it differs, adopts language agreeable to the EC.

The negotiations on agriculture have, all along, been blocked on whether the ultimate objective should be complete liberalisation; and on whether liberalisation should occur through application of an aggregate formula covering all measures (as the EC wishes) or through commitments to limit or eliminate specific measures, particularly export subsidies (as the US desires). In the event, the US has obtained no commitment to elimination of trade-distortion.

Mr Ridley's bad judgment

THERE IS nothing inherently wrong with the use of straightforward, or blunt, language, even when the speaker is a senior member of the British Cabinet. It can be quite refreshing, as the examples of Mr Norman Tebbit ("On yer bike") and Mr Kenneth Clarke (doctors "reach for their wallets") would indicate. A world in which everyone spoke the language of the public relations officer or the diplomat would be both a poorer and a duller place.

If this was all that had happened it could be said that Mr Nicholas Ridley, the British Secretary of State for Trade and Industry, might deserve to escape unscathed from the publication of his frank remarks in *The Spectator* this week. He has, after all, withdrawn them unreservedly, apparently on instruction from the Prime Minister. She has dissociated both herself and her Government from his reported statements. In the House of Commons yesterday she reiterated repeated efforts to extract further expressions of Prime Ministerial disapproval.

That is not, however, the whole story. Mr Ridley has not merely used blunt language. He has shown both insensitivity and poor judgment, not to mention ignorance of the true nature of the European Community and a united Germany's possible place within it. His insensitivity to German feelings, in a tape-recorded interview that he is experienced enough to have known would be widely quoted, is believed in both Bonn and parts of Whitehall to have caused damage to Anglo-German relations that can only be repaired by his departure from the Government. The official West German reaction is restrained in language, but strong in content. This may seem harsh, but it is understandable.

German willingness

The whole thrust of West German policy is towards winning a united Germany's acceptance as a good, democratic European nation. Bonn's espousal of the notions of monetary and political union do not constitute, in Mr Ridley's unfortunate words, "a German racket designed to take over

ing measures and it has no agreement to the elimination of export subsidies.

The first of these defeats is no great matter. The US objective of complete liberalisation has been an obstacle to reform rather than a means to secure it.

Export subsidies

The language on export subsidies is more important. The key sentence reads that "the framework [for the negotiations] should contain specific assurances that, by appropriate use of the common measures [of support] as well as other ways, participants would reduce not only internal support but also export subsidies and import protection in a related way." This is no great concession by the EC. If internal price levels were lowered in relation to those in the world outside, the margin of export subsidisation and import protection would inevitably be lowered pari passu.

The framework for the negotiations has now been agreed — and it is essentially the EC's. This need not be a disaster. Substantive negotiations can now begin; and substantial liberalisation (including a reduction in export subsidies) could, in principle, be achieved under the EC's approach.

The question is how enthusiastically the EC will negotiate on the substance, having won its victory on the procedure. Will the EC's approach, in practice, lead to the "substantial, progressive reductions in agricultural support and protection" to which the EC has been ostensibly committed since the completion of the mid-term review last year? Unfortunately, nothing said by EC officials in Houston makes for optimism, not least the talk of protecting farmers' "livelihoods," even though those livelihoods are in large measure extracted from EC consumers and taxpayers.

The meeting of the Trade Negotiations Committee later this month and the remaining five months of the Uruguay Round are the test. They will show whether the EC's victory is merely the end of the beginning for the farm negotiations or the beginning of the end for current distortions of world farm output and trade.

■ Nicholas Ridley's injudicious whinge about Germany, as recorded in yesterday's *Spectator*, is a cry of history, echoing what can be heard from some folk of his generation in any public bar. Britain will start to develop its strength when it begins to learn from continental Europe rather than truculently apply the label "distinctive" to its own inherent flaws.

To take an outstanding example, we could learn much from the West German constitution. Imposed on the federal republic by the victorious allies after 1945, it is far superior to Britain's. Its principles, which were fostered by Labour's Foreign Secretary, Ernest Bevin, and supported by the United States, laid the legal foundation for contemporary West German prosperity. The story is retold in a new Oxford University Press publication, *The Impossible Peace*, by Anne Deighton. She quotes Bevin as arguing that "when a reasonable standard of living and prosperity has been restored there is more chance of drawing Eastern Germany towards the West than vice versa. The moment will then come for unifying Germany . . ."

This would be possible because the "democratic and federalised system" advocated by Britain would have a "fair chance of success." The French would have preferred a loose confederation, the Russians something else again. But the Foreign Office and the Department of State lined up together. Every German alive today should be grateful for the result. Any West German politician whose memory goes back 40 or more years will know that after the Second World War the whole effort of the early founders of the Federal Republic was designed to establish Germany as a good and trusted western democracy, hence Bonn's careful adherence to the fundamentals of the federal constitution.

Power is decentralised; representation is roughly proportional; the courts can restrain the executive. Above all, electors can look to local, state, or federal authorities to divide responsibilities among themselves according to the entrenched principle that nowadays we call subsidiarity. The consequent diffusion of political power is one of several ingredients in the mix that has made contemporary Germany seem so dauntingly successful to Mrs Thatcher and her ministerial favourite, Mr Ridley. It is one of the ironies of the 1990s that as the century draws to a close it is a united Germany that will offer its people a gold-plated democracy.

Britain's unfortunate electorate is, by comparison, poverty-stricken. It faces one simple but dreadful choice, if it permits itself to make just once every four or five years. Next time it may be excruciating. They can return Mrs Margaret Thatcher for her fourth reign as elective dictator or they can pick Mr Neil Kinnock for his first. It will be a choice for the most disillusioned Prime Minister anyone can remember and the least respected Leader of the Opposition, save for Mr Michael Foot, that any of us can recall. Their contribution made, the voters will presumably sit by their television screens to watch this that politician prate about "sovereignty" and "the mother of Parliaments" and a great many more myths about the British constitution.

The truth is that Britain has the weakest democratic constitution of any comparable country. It is not designed to encourage a plurality of power-bases within its executive. Its legislature is all but impotent. It is the anchor of an over-powerful unitary state. There is nothing in it to protect the rights of the several Celtic tribes, or to entrench local autonomy. It lives by adversary politics and secretive modes of decision-making. It puts too much authority for too long a stretch of time into too few hands. Mr

is based on a minority vote. Conservatives who believe that Britain lost the post-war opportunity to refurbish itself after 1945 might reflect that Mr Clement Attlee's radical Labour administration was put in by 48 per cent of those who voted — and by just 36 per cent of the electorate. Would the mistakes of statism so clearly abominated by Mr Correlli Barnett in *The Audit of War* have been so extensive and so damaging if Mr Attlee had been obliged to negotiate a coalition with the Liberals? The question becomes even more pointed if you ask what might have happened had Mr Bevin's federal German constitution been adopted by the United Kingdom — always admitting that it would be far more difficult to divide England into autonomous states than it was to create historically-based Länder.

Whether he achieves his ambition could be a straight gamble. In 1951 Labour won 230,000 more votes than the Conservatives. It lost the election.

In February 1974 Mr Ted Heath's Conservatives won 300,000 more votes than Labour, but it was Mr Harold Wilson who went to Downing Street.

Since 1945 no British Prime Minister — not one — has been voted in by

a similar willingness to reform the voting system for elections to the House of Commons.

The Labour Co-ordinating Committee, another party faction, is on the same campaign trail. It proposes the alternative vote, which means that second preferences are counted when the candidate in front does not command an overall majority. This should mean that no individual MP is elected on a minority of votes cast. The LCC also favours a toppling-up list of extra members, on the lines Bevin & Co. devised for West Germany. This Anglo-German system of "voting by ballot" would ensure rough proportionality between parties.

There is further activity in other

parts of the forest. Mr James Cornford, director of the Institute for Public Policy Research — Labour's slightly-left new think tank — is planning to publish his own new draft British constitution. This weekend a meeting organised by "Charter 88," a pressure group for constitutional reform, will create its own news. Although speakers from most British political parties, including the Conservatives, will attend, most of the heat is likely to be felt by the Labour Party.

The probability is that none of this will do Labour much good. It has come a long way under Mr Kinnock's dogged leadership. It has jettisoned many unpopular policies. It has

enjoyed good luck in the form of a bout of self-destructive madness that has afflicted the Conservatives. Labour has not, however, managed to consolidate the passing support it has so far attracted. It could only do that by standing firm on one or two distinctive policies. Mr Kinnock is in danger of missing an excellent opportunity to associate himself with just such a platform, which would appeal to the important minority of erstwhile centre party voters who favour constitutional reform. You could call it the platform of bringing Britain's democracy up to date.

One of his excuses has always been that to do so would necessarily mean acceptance of proportional representation. This might look like weakness, or an admission that Labour cannot expect to win the next election on its own. This excuse has no force today, with Labour some 10 points ahead in the opinion polls (it had even less force in the late winter, when the party was twice as far ahead). Here is a warning for Mr Kinnock: tomorrow is rushing up on you. Slowly persuading your deputy, Mr Roy Hattersley, to accept incorporation of the European Convention on Human Rights into British law is a meritorious but insufficient step in the right direction. If the poll gap narrows to low single figures, as it usually does, the movement that favours electoral reform will grow, but you will then be paralysed by the fear that to accept its arguments so late in the proceedings will really seem like panic.

Mr Kinnock might do better by practising the ancient Labour art of stealing the clothes of the Liberal Democrats. One of their MPs, Mr Robert MacLennan, has published a "green paper" setting out possible principles for a written constitution, complete with a short draft. It makes interesting reading. Mr MacLennan is in favour of incorporating the European Convention, ahead of Labour. Like Labour, he postulates an elected Senate to replace the House of Lords; he also passionately puts this off to some time in the late 1990s. As Labour does, so the Liberal Democrat paper proposes elected parliaments for Scotland and Wales, and regional assemblies in England. Both parties want a Freedom of Information Act. The Liberal Democrat version adds flavour to the package to the Supreme Court. You need one, to interpret the written constitution Mr MacLennan postulates.

The upshot is not quite a German-style federal system, but it would do for a beginning.

The big difference between the opposition parties is over electoral reform. Labour is still prevaricating and putting the subject off to special committees, and saying it does not favour any change in the first-past-the-post system for elections to the House of Commons. The Liberal Democrat paper, following long-standing party policy, comes out unequivocally for the single transferable vote for all elections. This system, which the Irish use, depends on multi-member constituencies. Voters mark their preferences in order. Counting is by a formula, which seeks to weigh the preferences of each vote until it has contributed at least something to the result. It is the most attractive electoral system, but it is less likely than the Anglo-German method to win support in any British referendum on PR. The reason is that West Germans retain single-member constituencies. A British tradition that might be one too many to give up along with everything else.

We would have to change a great deal to take the MacLennan-British Labour Party route to a federal German-style constitution and the decentralisation of power. If we did, that alone would not arrest our century-long economic decline. It would, however, give us a better democracy — and it might give us a chance.

POLITICS TODAY

Why Britain should copy Germany

By Joe Rogaly



Joe Rogaly with apologies to Gorbachov

Kinnock would love to be Britain's chief executive officer, answerable to no board and least of all to his own hand-picked collection of insecure departmental managers. Following Mrs Thatcher, he could exercise more personal power than any other head of government in what used to be called the free world.

Whether he achieves his ambition could be a straight gamble. In 1951 Labour won 230,000 more votes than the Conservatives. It lost the election.

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The probability is that none of this will do Labour much good. It has come a long way under Mr Kinnock's dogged leadership. It has jettisoned many unpopular policies. It has

OBSERVER

Not all that many senior politicians were at both Eton and Balliol, and there tends to be something eccentric, or at least individualist, about those who were. Harold Macmillan was one, Julian Amery another. More recently there has been Sir Ian Gilmour (a former proprietor and editor of *The Spectator*, then Cabinet Minister), and the Earl of Gowrie (poet, former Cabinet Minister and now head of Sotheby's).

There is also Nicholas Ridley. One theory about him, partly held by himself, is that he is repressed. He wanted to be an architect; his father made him become an engineer. Thus he was never quite what he wanted it to be. Even his fellow Balliol-Etonian politicians have never doubted his intelligence.

There was one time when Ridley was right and almost everyone else was wrong. That was when, as a junior minister at the Foreign Office, he advocated lease-back as a solution to the Falklands question. He was howled down by left and right alike. The Falklands War followed shortly afterwards.

Ridley's period at the Foreign Office was his "sabbatical". It was where he learned about negotiating. The secret, he said, was to allow all parties to think that talk had broken down irreparably. Then, after a pause, you asked "what's the bottom line?" Almost invariably, he claimed, that was when serious negotiations began — with a great deal of relief all round. Perhaps that is what he is up to now. Or perhaps not.

Next, please

Followers of Marks and Spencer, the UK's most profitable retailer, need the skills of kennelologists to understand what is going on behind the facade of the Baker Street head office. But to close watchers, yesterday's news that Lord Rayner will retire as chairman in March when he reaches 65 will not come as a surprise, although only recently the M and S press office was pushing

doubling of the company's profits during his tenure. It can hardly be said to have damaged M and S's fortunes.

Hot stuff

"Americans seldom have the chance to watch a sensual blonde ruthlessly humiliating several balding, middle-aged white males in public." You guessed it, America's monthly Cable Guide TV magazine, has suddenly spotted Prime Minister's question time.

the "no current plans to retire" line.

Nor will Richard "Rich" Greenbury's promotion to chairman come as a surprise. This was announced in March 1988 when Lord Rayner handed over the chief executive role to Greenbury, who turns 54 later this month. It was reinforced in January this year when Clinton Silver was moved up to managing director. Thus the succession was secured.

Neither Lord Rayner or Greenbury are "family," that is descendants of the founding Marks family. But they are both in the M and S mould, each having started with the group in 1953 and having spent a period "in stores". So yesterday's annual meeting was Lord Rayner's last and as usual he skilfully deflected the questions about the sizing of ladies knickers and men's shirt collars.

Rayner has proved to be one of the more anonymous public company chairmen, which is no mean feat especially for a UK retailer. But perhaps the absence of a personality cult has something to do with the

Car parts

What's the new West Berlin description of a windscreens wiper? A Trabant without accessories.

What do you call a Trabant on top of a mountain pass? A miracle.



Eureka!

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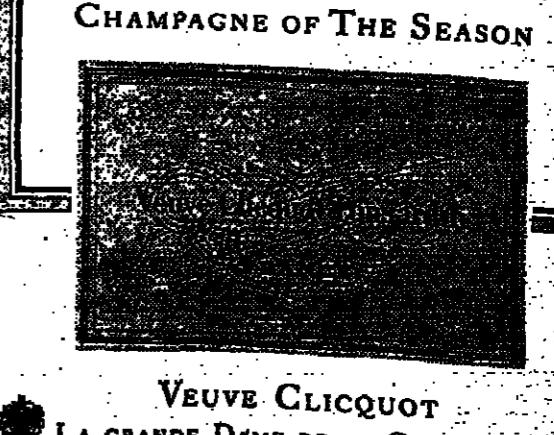
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Jasper always likes an Opening Night as he thinks it refers to Clicquot.



CHAMPAGNE OF THE SEASON



Multi-national groups may be a blessing for a UK industry, says Maggie Urry

In 1988 Britain produced the same amount of paper as it did in 1986. Sixty per cent of the paper used in the UK last year was imported. And 60 per cent of the paper and board production capacity in the UK is now in foreign ownership.

Is this another sorry tale of Britain's industrial decline; the loss of one more important business to overseas owners, like the car, motorcycle and consumer-electronics industries, the failure to invest, to compete and the humbling of once proud names?

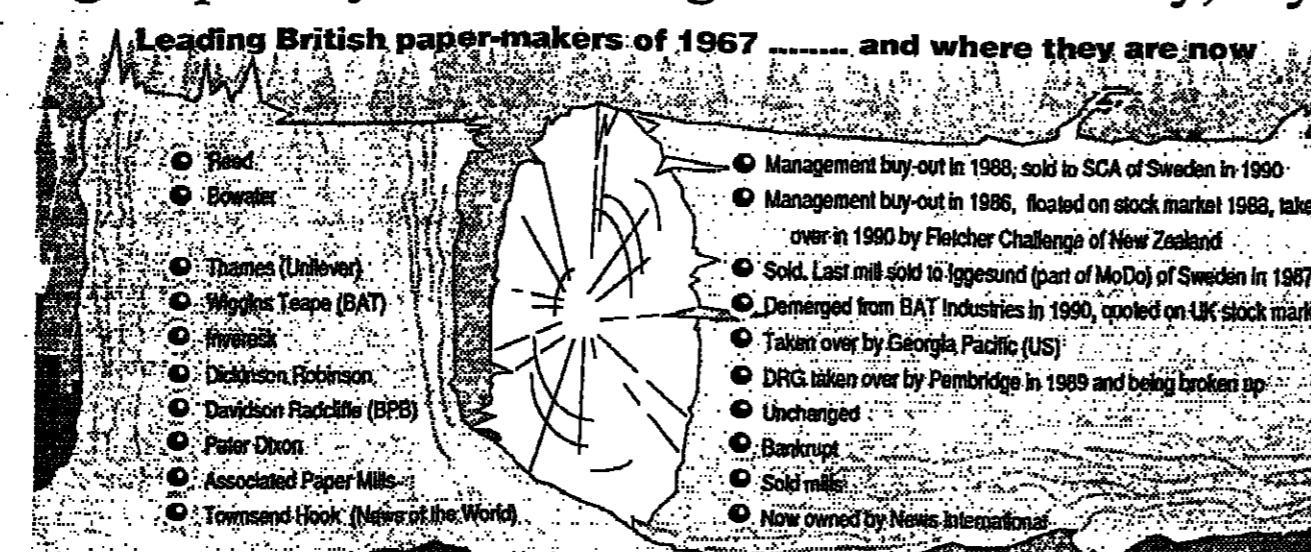
Or can the history of the paper industry be viewed in another way? Amid a tide of international amalgamations between paper groups, perhaps it is better for the UK economy as a whole to recognise that the paper industry should be in the hands of powerful multi-national groups with the scale and dedication to achieve lowest-cost production. These will be companies that site new mills in the UK for sound business reasons, not for sentimental ones.

Britain is not alone in facing foreign predators. The story of Chapelie-Darblay, France's leading newspaper and magazine paper maker, shows that other European countries have faced similar threats. The history of the company is a saga of losses and state subsidies. But despite copious government support for what was termed a strategic industry, the lame duck is nevertheless being sold to Kymmenen, the Finnish group, for about £100m, to further the group's European expansion.

Meanwhile, with rather less government help, British groups have battled against duty-free imports, rising exchange rates, high interest rates, and structural disadvantages such as lack of indigenous raw materials. Many were unequal to the struggle.

However, there has been a revival in the UK paper industry in recent years. During that recovery many British owners which do not have a real commitment to the industry have been replaced by foreigners which have. There is money somewhere prepared to build or buy British paper mills. If the price is foreign ownership, does that really matter?

First, the tale of woe. In the 1980s Bowater, once an important British-owned paper group with extensive North American interests, first dissected itself, spinning the US end off. Then, fearful of being taken over, it threw its UK paper interests overboard, selling to



Foreign owners paper over the cracks

a management buy-out. That

over was eventually taken over by Fletcher Challenge of New Zealand this year.

Reed International, which in the mid-1980s was Britain's largest paper company, sold its Canadian paper activities to a Japanese buyer and its European paper and packaging business to a management buy-out in 1988. Last month that buy-out sold out to Svenska Cellulosa (SCA), to further the group's European expansion.

Even among smaller paper-makers which might have been able to exploit niches and avoid confrontation with the big foreign players, there have been many takeovers. Thomas Tait, for instance, a family company which began paper-making in Ayrshire in 1882 and which was a daring investor in its business, last year succumbed to an approach from Federal Paper Board of the US, seeing it as the only way forward.

There are, however, several paper groups remaining in British hands. David S Smith, the biggest UK paper-maker in tonnage terms, has been built up through a series of acquisitions mainly in packaging papers. Wiggins Teape Appleton, spun off last month by BAT Industries, is British too, though it makes a sizeable proportion of its profits in North America and Europe.

The reasons the paper industry gives for its decline since

cheap paper imports. Far from igniting the indigenous industry's fighting spirit, this competition nearly killed it.

Mills were closed and machines taken out of service. But although this meant that capacity was rationalised and productivity improved, the industry has not kept pace with the large Scandinavian groups. They have had to overcome problems of their own - exchange rates have often worked against them too. However, the forest products industry is far more important to the Nordic countries than it is to Britain. Mergers in Sweden and Finland have produced groups with market shares

British producers - a huge proportion of trees. Pulp costs constitute a high proportion of paper mills' selling prices for paper. Britain has to import wood pulp to make paper, while the Scandinavians and North Americans have vast forests to hand. Despite the efforts by the forestry industry to clothe large areas of Britain with conifers, only 10 per cent of the fibrous raw material used by the UK paper industry is home-grown wood pulp.

This advantage, though, is starting to wane. While the world's paper industry leaders are from the countries with huge pine forests, the pressure to cut costs has shifted the balance.

The British industry also seems to have been at a finan-

cial disadvantage. The industry requires heavy capital investment. A new paper mill can cost £200m and even small expansions of capacity can cost several million pounds. In 1989, according to figures from the British Paper and Board Industries Federation, paper-makers' capital expenditure was £200m, while the industry's pre-tax profits were £175m.

Reedpack - the management buy-out from Reed - started out with high levels of debt, but insisted at first that it would continue to invest. High interest rates and the softening of the economy meant that the group came under pressure from its bankers. When it came to considering SCA's offer, the stick was that remaining independent would mean cutting spending. The carrot was that the sale gave institutional investors an exit at two-and-a-half times their original stake, while top management made a 34-fold gain.

The group had been assessing a project to build a large newsprint machine at Aylesford in Kent. From the beginning Reedpack knew it could not finance the investment alone, and brought in a Canadian partner. But even then interest rates of 15 per cent looked likely to scupper the plan. Only now that SCA is buying Reedpack does the investment look certain.

Nearly all the important investments made in the British paper industry in recent years have been financed from abroad. The Bridgewater newsprint mill at Ellesmere Port, closed down by Bowater at the beginning of the 1980s, was reopened in 1983 by Consolidated Bathurst of Canada. The Shotton mill in north Wales, a £250m investment, was built by United Paper Mills of Finland. The Caledonian Paper mill, which cost £215m and was opened a year ago, is owned by the Finnish company Kymmenen. And Abitibi-Price, the Canadian pulp and paper group, announced yesterday that it will build a 220m newsprint mill near Glasgow in Scotland in partnership with the Daily Telegraph and Mirror Group Newspapers.

This raises the question of whether British groups - needing to please either shareholders or bankers - can hope to take on large-scale investments where the returns are often long term. Foreign investors, many of them immune from takeover and with bankers used to the scale of paper industry investment, may be readier to do so.

MY suggestion for December's intergovernmental conference on European political union is that it should be called something else. "Political union" sounds nice and neat; an appropriate companion piece to the conference on monetary union that will be running at the same time. But the tag is misleading, emotionally charged, and is inspiring false hopes in some and needless fears in others.

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LOMBARD

Political union: the wrong label

By Lucy Kellaway

about transferring political decision making from national bodies to European ones.

The process of political union in Europe started in a small way in 1952 with the European Coal and Steel Community. The next step was in 1957 with the signing of the Treaty of Rome, while the most recent was the signing of the Single Market Act. This last - rubbished by everyone at the time - has turned out to be a large step towards political union, increasing the power of the centre by allowing decisions to be taken on a qualified majority rather than unanimously, and giving the European parliament a first taste of power.

Economic and monetary union will imply another such step as member states give up their remaining influence over monetary and exchange rate policies. Maybe that is what Mr Mitterrand meant. More probably, he was referring to the further changes that will be needed to strengthen European political institutions to make them better able to cope with the extra tasks of monetary union.

When member states commit themselves to "political union," presumably all they mean is that the Treaty needs changing to allow the Community to go both wider and deeper. What is up for discussion this time is a further strengthening of the powers of the European Parliament, more decision making by ministers on a majority vote, some streamlining of the Commission. More controversially, foreign and security policy have also found themselves on the agenda, although nobody is expecting anything dramatic here.

The better form of words is "institutional reform," which is accurate, involves no inflated expectations, and leaves open the shape and extent of the actual reforms. The disadvantage is that it sounds ugly. But then as December's meeting already goes under the name of an "Intergovernmental Conference," adding a further unsightly label does not seem to make much difference.

Good luck, in the next few weeks, to a sensible and determined government. It would be a better decision to do a chance.

His excuses have always been the same: he would never have left the party if he had not been invited to do so. So would never have left if he had not been invited to do so. His excuse is that he has no love for the party, but he has no love for the party, either.

Or can the history of the paper industry be viewed in another way? Amid a tide of international amalgamations between paper groups, perhaps it is better for the UK economy as a whole to recognise that the paper industry should be in the hands of powerful multi-national groups with the scale and dedication to achieve lowest-cost production. These will be companies that site new mills in the UK for sound business reasons, not for sentimental ones.

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LETTERS

More help needed for small businesses

From Mr Bernard Tarrant

Sir, We welcome your editorial comment in support of small business ("Small business needs a hand," July 11) and particularly your call for the Business Expansion Scheme to be extended.

This Government has provided various incentives for new business start-ups, but we are concerned that active encouragement needs to be given to established small firms, especially those with unincorporated status. Small firms need to be encouraged to facilitate growth by ploughing back profits and introducing new technology. In that respect we support your comments on the value of the study by the Advisory Council on Science and Technology in helping to remove such barriers to growth in small firms. The Business Expansion

Takeovers and short-termism

From Mr Alan R. Malachowski

Sir, It is encouraging that perhaps just a touch of takeovers and short-termism. The American marketplace now for a number of years since its inception by often dramatically lowering the market prices of shares subject to these novel instruments.

We on this side of the ocean view these anti-takeover tactics very simply as an extension of the American Bar Association's Full Employment Act for attorneys. "Poison pill" litigation has flooded the courtrooms of the Delaware chancery as well as the federal judiciary from the Atlantic to the Pacific coast.

With the inclusion of some ingenious measures to preserve shareholder control and corporate democracy, Lipton's suggestions are worthy of some teeth on the arguments favouring long-termism. Some of these rationalisations will be effected amicably, but a number will have to be forced upon reluctant managers.

However, Mr Lipton would resolve this profound conflict at a product/service-specific level determine the time period case by case? And why not still allow for short-term governance in those areas of competition where the constant push for "immediate gains" does appear to benefit all concerned, even in the longer term?

Ultimately the problems of short-termism will not be resolved by shifting en bloc to long-termism. What is needed is rather a flexible, pluralist system of governance which utilises a combination of short-term and long-term responses, facilitating each in turn when and where appropriate.

Alan R. Malachowski
Executive Vice President,
Prudential-Bache Securities,
Prudential-Bache Building,
1 Seaport Plaza,
New York

Not the most favoured formula

From Mr Malcolm Deere

Sir, Norma Cohen, writing on A/AS examination reform ("Heads and tails of A levels," July 11), claims that "the norm... for a pupil to study for three or four AS levels and one A level... has the informal backing of the Standing Conference on University Entrance."

That is simply not true. There are many possible

aspects of A/AS reforms that would receive open-minded - even sympathetic - consideration by the Standing Conference, but I do not believe that that particular formula would be particularly favoured above any other.

Malcolm Deere,
Secretary,
Standing Conference on
University Entrance,
28 Tavistock Square, WC1

Fledgeling Japan Investment Company Limited

1990 HIGHLIGHTS

• Increase in Net Asset Value Per Share (Sterling)	+56.9%
(Yen)	(+82.5%)
• Increase in Share Price (Sterling)	+51.4%
• Increase in Warrant Price (Sterling)	+107.5%
• Net Assets as at 31st March 1990	£110.7 million (\$28.8 billion)
• Bonus Issue of Warrants to Shareholders	1 for 7

Extract From Chairman's Statement

"Your Company had another excellent year. The net asset value per share increased by 82.5% in yen compared with a 9.8% decline for the Tokyo Stock Exchange First Section Index and a 34% gain for the Tokyo Stock Exchange Second Section Index. The well-publicised problems of Japanese financial markets in the first quarter of 1990 affected smaller company markets much less than either the bond market or the First Section of the Stock Exchange. Most important, however, is the continued opportunity that rapid change in Japan's economy and society offers to any company, but most obviously to smaller and more flexible ones. The objective of your Company is to exploit this opportunity."

June 1990, Patrick A. F. Gifford

For a copy of the Annual Report please contact Jardine Fleming, 4th Floor, Jardine House, One Connaught Place, Hong Kong, Attn: D. Howard
Management Unit, 25 Capital Avenue, London EC2R 7JR Tel (071) 638 5705
Fax (071) 255 6417, SIS No. 122094.

Annual Report
31st March 1990



Training for Aviation Support
Tel: 081-843 2411. Fax: 081-571 2472

FINANCIAL TIMES

Friday July 13 1990

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Telex 52163 Fax 0723 515723

RESIGNATION STUNS CONGRESS

Yeltsin triggers Soviet Party split

By Quentin Peel and Leyla Boultton in Moscow

MR BORIS YELTSIN stunned the ruling Soviet Communist Party congress yesterday by announcing his resignation from the Party, as the split in its ranks became a reality.

Mr Yeltsin, president of the Russian parliament and the most popular politician in the Soviet Union, announced his decision an hour before leaders of the Democratic Platform, the radical minority group committed to promoting a multi-party system, declared their determination to leave the party too, in spite of President Mikhail Gorbachev's desperate attempts to keep it united.

The twin blows to the party came as the Soviet leader had appeared to consolidate his position and reform plans at the top, after the resounding defeat of Mr Yegor Ligachev, the leading party conservative, for the deputy leadership.

A day of celebration among the party reformers turned to gloom as Mr Yeltsin carried out his threat to quit on the grounds that he must be above party politics in the role of Russian President.

In so doing, he is making the move which Mr Gorbachev himself has dared not make, for fear of leaving the still hugely-powerful party apparatus in the hands of committed conservatives.

The latest dramas on the floor of the congress came after the 4,700 delegates approved new party rules, which still restrict the operation of different factions within the party and insist on strict observance



Vladimir Ivashko, new deputy leader, addresses delegates of party discipline in obeying the orders of the highest party bodies. Those were the issues on which the Democratic Platform was prepared to quit.

Last night the congress was again locked in debate, as the delegates tried to decide on the shape and membership of their future Central Committee, with conservatives attempting to block the election of key Gorbachev supporters.

Mr Yeltsin's decision came

CPSU alone." To a hushed auditorium, he said that as the country, and the Russian federation, moved towards a multi-party system, "I cannot fulfil the instructions of the Communist Party alone."

He left the room without another comment. Mr Gorbachev was heard to remark: "That ends the process logically."

The next to go was Mr Vyacheslav Shostakovsky, a leader of the Democratic Platform who has hitherto argued strongly in favour of compromise. He told the congress: "I am authorised to declare the division of the party, and our intention to form an independent party."

It was not immediately clear how many from the Platform, with only 100 delegates but considerable following in the party rank and file, would quit. The democrats have been divided into two factions, with half determined to leave come what may and half hoping to stay.

The declaration read out by Mr Shostakovsky, rector of the Moscow Higher Party School, was signed by Mr Anatoly Shchegolev, mayor of Leningrad, Mr Yuri Bulyrev, another Leningrad radical, and Mr Vladimir Lysenko, the other most prominent name in the group's national leadership.

Their move was a blow to Mr Gorbachev after he had secured the overwhelming election of Mr Vladimir Ivashko, the former Communist Party leader in the Ukraine, as his deputy, over Mr Ligachev.

Albanians cruise in on tide of freedom

John Wyles looks at the latest influx of arrivals to Brindisi, Italy

BRINDISI, a sleepy, windblown port at the heel of Italy, has served for centuries as a gateway to the peninsula for countless millions of travellers as well as conquering Greeks, Normans and Spaniards.

But no more surprising or more welcome, cargo will have landed on its docksides than the 4,000 Albanian refugees beginning new lives in exile today.

There will have been a nerve-wracking and physically exhausting exit from the German, Italian and French embassies in Tirana, where some began seeking shelter two weeks ago from the repressive reactions of a Stalinist regime to growing political dissidence.

By last night, five passenger ferries were either en route or at anchor off the Albanian port of Durazzo, about 40km from Tirana. Two have been chartered by the Italian Government, two by Germany and one by France. The first vessel to reach Brindisi at about 8am today will be carrying some of the 3,200 refugees from the German embassy who are being given priority because they are said to be in the

most depleted physical condition after days without sufficient food and water.

"I am pleased that they are coming to Brindisi because it gives us an opportunity to show them Italian hospitality," said Mr Giuseppe Mazzitelli, prefect of the port city, who has been responsible for co-ordinating the welcome which the Italians have put together hastily over the past few days.

Those 3,200 refugees bound for Germany will walk a few yards from their ferry into the dockside railway terminal where three special German trains will be awaiting them. Showers and medical facilities will be available, although the number of known injured or sick appears to be small.

According to Mr Franco Loparco of the Italian Red Cross in Brindisi, there are two or three cases of fractured limbs, a couple suffering "renal colic" and two women in an advanced state of pregnancy. This category has been reduced by one in the past 24 hours following a birth at the German embassy in Tirana.

By late this afternoon all five ferries should have reached Brindisi and dis-

charged their passengers, except for the French vessel which will make a brief call and then sail on to Marseilles with its 600 Albanians.

While those bound for Germany will be equipped with meal hampers containing cheese, fresh fruit, mineral water and tins of meat and tuna fish, the 800 Albanians who have opted for Italy will be heading for a meal at their temporary lodgings at a former army camp at Restino, about 8km outside Brindisi.

Their future in Italy remains uncertain and Mr Mazzitelli appeared somewhat over-optimistic yesterday when he said that he thought that the refugees would have moved on to other destinations in Italy in five days.

There are several Albanian-speaking communities in the Italian south and interpreters from one of them, Lungro in Calabria, will be on hand today. These communities would be natural harbours for today's refugees except for the fact that they are in the most depressed and unemployment-shackled parts of the country.

Texaco plans £450m Welsh power station

By David Thomas, Resources Editor, in London

TEXACO, the US-based oil company, yesterday announced plans for a £450m (\$805m) power station based at its oil refinery in Pembroke, South Wales.

The station, if it gets the final go-ahead this autumn, will be the first in the new wave of independent power projects in Britain in which an oil company has a large stake.

It is also a further sign of the growing interest among US energy companies in the liberalised UK electricity market.

Texaco's partners in designing, building and operating the power station will be Mission Energy, a Californian-based energy company which specialises in combined heat and

power projects in the US.

Mission, a newcomer to the UK, is a subsidiary of Southern California Edison, one of the largest energy utilities in the US.

South Wales Electricity, London Electricity and Southern Electric - three of the regional UK distribution companies heading for privatisation - are also negotiating to take a stake in the power station, though Texaco and Mission are likely to remain the largest shareholders.

The station will have a capacity of 1,000-1,100MW, making it the second largest of the clutch of independent power stations which have recently been unveiled in

Britain.

About 40MW of its output will be used to run Texaco's refinery in Pembroke, with the rest being passed into the national grid. South Wales Electricity is expected to take about 100MW of the output, while London and Southern might take the remainder.

Texaco and Mission are holding discussions about supplies of natural gas, which will be the main fuel for the station, though fuels derived from the refinery will also be used to drive its turbines.

A firm decision on whether to proceed with the project is expected to be made by the end of the year.

Texaco believes that the sta-

tion could come on stream by October 1993.

Texaco has not previously been involved in electricity generation in the UK, although it has substantial power experience in the US, mainly in combined heat and power projects.

Mission came to the UK specifically to take advantage of the opportunities posed by electricity privatisation.

Mr Stephen Barrett, head of Mission Energy's UK operations said: "Mission Energy is one of the largest private power developers in the US and has the resources to make a significant contribution to the electricity market in the UK."

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Ridley's future in doubt over remarks on Germany

Continued from Page 1
able... He went on to say that handing over sovereignty to the European Community was tantamount to giving it to Adolf Hitler.

Mr Lawson suggested to Mr Ridley that West German Chancellor Helmut Kohl was preferable to Hitler, adding: "He's not going to bomb us, after all."

"I'm not sure I wouldn't rather have... er... the shakers and the chance to fight back than simply being taken over by... economics," he replied.

He said it was a "jolly good thing" people remembered the Second World War. "Only two months ago I was in Auschwitz, Poland. Next week I'm in Czechoslovakia. You ask them what they think about the Sec-

ond World War. It's useful to remember."

Turning his attack on the European Community as a whole, Mr Ridley said he was aghast at handing over sovereignty to "17 unelected politicians" and a "supine parliament."

Yesterday, British ministers said that it would be impossible for the Government to retain credibility among its European partners as long as Mr Ridley retained a prominent position.

Despite her disavowal of his stance, it was inevitable that Mrs Thatcher would continue to be associated with his views as long as he remained.

The dismay among many Tory MPs was intensified by the fear that the row over the

interview has reopened yet again the delicate political compromise within the Government over its policy towards Europe.

Mr Ridley's deep mistrust of closer integration is shared by the Prime Minister, but she has been persuaded by Mr Hurd and by Mr John Major, Chancellor of the Exchequer, to adopt a constructive approach to plans for economic and political union.

While some Tory MPs privately cheered the language as well as the sentiments expressed by Mr Ridley, most were concerned that another open split over Europe would seriously damage the Government in the run-up to the election by mid-1992.

Mr Kinnock, in an effective

House of Commons display which left Mrs Thatcher looking distinctly uneasy said: "What Mr Ridley said was not just deeply offensive to our allies and partners, but deeply damaging to our country's interests, and he must go."

West German Chancellor Helmut Kohl told aides that he did not want to "over-value" the matter. The most common reactions mixed shock, regret and ridicule.

The insulting comparisons used for the European Commission disqualify themselves," Mr Stavenhagen said.

The attacks on Chancellor Helmut Kohl are scandalous.

"The attacks on the Bundesbank must be repelled with the greatest sharpness," the statement said.

Mr Kinnock, in an effective

Concern over rise in Japan's trade surplus

By Robert Thomson
in Tokyo

JAPAN'S trade surplus for June rose 1.7% to \$27.6 billion, to \$6.7bn (£3.7bn), reversing a long-term fall, prompting concern in the Japanese government that trade friction will also increase in coming months.

Figures released by the Ministry of Finance yesterday showed that exports for the month increased by 4.7 per cent from a year earlier to \$23.7bn, while imports fell by 2.3 per cent to \$17.9bn, reflecting the impact of the year's weak dollar.

Seasonally adjusted, the surplus was \$1.5bn compared to \$3.4bn in May, and \$5.4bn for the same month last year.

The volume growth of exports for the month was a strong 8.1 per cent, while import growth was only 1 per cent.

The Finance Ministry said that irregular events, such as a surge in car exports to the European Community and unusually weak imports of food, had influenced the June figures, but there is deep concern in the government that the trade surplus has again begun an upward climb.

There was some improvement in the politically sensitive bilateral surplus with the United States.

The surplus was down by 11 per cent from a year earlier to \$1.35bn, with exports to the US 6.7 per cent lower, though imports from the US also fell by 3.7 per cent.

Exports to the EC rose by 12.8 per cent to \$4.3bn, while imports from the EC increased by 18.4 per cent to \$2.7bn. The figures show that export growth was particularly strong in industrial and transport machinery, which rose by 12.8 per cent.

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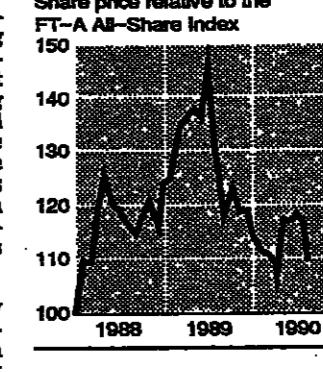
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THE LEN COLUMN

Mr Greenspan's credit crunch

Rank Organisation

Share price relative to the FT-A All-Share Index





INSIDE

Peel profits drop by 45%

Hit by soaring interest costs and a declining contribution from house-building activities, Peel Holdings yesterday became the latest UK property company to reveal a sharp turn for the worse in profitability. The Manchester-based group's pre-tax profits for the year to March 31 dropped by 45 per cent to £11m (£19.78m). Turnover, by contrast, more than doubled to £94.6m from £42.8m, buoyed by the January 1989 acquisition of London Shop. Page 31

Streamlining objective at BfG
Bank für Gemeinwirtschaft (BfG) is trying to lose weight rapidly – to become, in the words of its new chief executive, Paul Wiesandt, "a quite normal national bank." That may sound an unremarkable objective for what is West Germany's sixth largest bank. But it is actually no mean task for Mr Wiesandt, who took over at BfG in March. Page 24

Controlling BAA's treasury

Tony Rice, assistant treasurer of British Aerospace believes his group's exposure is "arguably as complex as any in the UK." BAA has a broad spread of businesses that generate foreign currency and interest rate exposure. Only about half of its revenues are in sterling, its balance sheet is denominated. Page 29

Results from target Tace

Profits at Tace, the UK control equipment company, were virtually static at £1.72m (£3.09m) for the six months to March 31. And at Goring Kerr, its 51.1 per cent-owned quoted subsidiary, results were down 9 per cent to £1.42m. In May, it was announced that both companies were being put up for sale, either as a whole or in "unbundled" parts. At that time, managers were considering a buy-out. Since then, a number of parties representing interests in North America, the Far East, the UK and other parts of Europe have expressed interest via Hambros Bank, Tace's adviser. Page 32

China tests grain market

NOT YET FUTURES MARKET

In an experimental step to ease its grain distribution problems, China is planning to open a cash delivery market for wheat. Scheduled to open in Zhengzhou, Henan province, in September, it will be the first market of its kind in China. But it will not use the conventional trading methods of western futures markets. "It's experimental," one western diplomat said. "It will work as a grain transfer system. Whether it will go from there to follow futures practices is uncertain." Page 33

Market Statistics

Base lending rates 42 London traded options 29
Benchmark Govt bonds 28 London tradit. options 29
FT-A indices 29 Managed hurt service 38-41
FT Int bond service 28 Money markets 42
Financial services 42 New int. bond issues 29
Foreign exchanges 42 World commodity prices 33
London recent issues 29 World stock and rates 29
London share service 36-37 UK dividends announced 38

Companies in this section

Aerolin, Argentina	26	Graig Shipping	32
Air UK	31	Imperial Chemical	27
Amal Financial Inv.	31	Jones Stroud	32
Arlen	31	KLM	31
Aztec Mining	27	Logitek	31
Banco Portugues	28	Malayan Cement	31
Bank für Gemain.	28	Marlboro and Spencer	31
Blue Circle Inds.	27	Mitsubishi Cement	31
CPC Intl.	27	Niron Resources	27
Colorgraphic	32	Nobo	32
Cray Research	26	Peel	31
Dillingham Constn	27	Priest (Benjamin)	32
Edinburgh Hibernian	27	Rank Organisation	24
Electron House	32	Steel Burrill Jones	30
Fannie Mae	27	Stockhouse	31
Gallimard	25	Telco Life Assurance	27
Geovr	24	Taco	26
Globe Investment Trst	30	Torex Hire	32
Goring Kerr	32	Video Technology	27
	30	WB Industries	30
	32	Wepac	32

Chief price changes yesterday

FRANKFURT (DM)		Stock Exchange (FFY)	
Deutsche Vöch	1435	+	35
Horizon	265	+	65
Falts	2670	-	8
Allianz	2670	-	8
Daimler B	4625	-	23
PWA	2012	-	138
NEW YORK (\$)			
Globe	341	+	63
Deutsche	592	+	17
Compa Aces Inv	221	-	11
Globe Investment Trst	105	-	52
GTE	207	-	21
New York prices at 12.30pm			
LONDON (Pence)			
AMEC	449	+	8
Honeywell	218	+	7
Bt. Petroleum	328	+	7
Cambridge Elec	174	+	20
Gascoyne	51	+	5
Enterprise Oil	648	+	12
London Int'l	159	+	8
Recal Tech	237	+	10
Boyer A	128	+	6
Sainsbury (L)	251	+	6
Shell	468	+	11
Spitfire	250	+	16
Aerospace Int'l	316	-	14
Avon Pet.	241	+	44
Great Western	263	-	14
Hammer Stkl	537	-	13
Reid	348	-	8
Rock Dgs.	788	-	48
Siba	468	-	25
Sun Uls	1293	-	27

FINANCIAL TIMES
COMPANIES & MARKETS

Friday July 13 1990



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Computer Assocs' sales fall hits shares

By Roderick Oram in New York

COMPUTER Associates International, the US company which is one of the world's leading suppliers of mainframe computer software, warned yesterday that its revenues in the quarter ended in June fell "significantly" short of year-earlier levels.

The brief announcement, signalling that the company's rapid growth had ground to a halt after dozens of acquisitions, knocked one-third off its share price. In heavy trading, the shares fell \$5.1 to \$11 by early afternoon.

"We are, of course, disappointed with the June results," said Mr Anthony Wang, president, said in a statement. Management

was seeing if it could cut spending to maintain growth in net income even if revenues for year ending next March turned out lower than expected, he added.

"We do, however, believe that our strategies for revenues growth are correct, and, at this time, we continue to be optimistic about the year as a whole," he added.

The company said it would report its results for the quarter ending in June on July 24. It said it would have no further comment until then.

"This is an utter and complete surprise," said Mr Terrence Quinn, an analyst with Kidder

Peabody. "There was no indication we could find from the company, its clients or the industry that revenues were falling. While results were less than stellar in recent quarters, we had been seeing some progress and as a result the stock price had been rising."

From annual revenues of \$18.5m in fiscal 1989, the company had grown through a breathless pace of acquisitions to revenues of \$1.3bn in the fiscal year ended this March. Its net profits rose from \$1.4m to \$1.57m

against \$303.2m a year earlier, and earnings per share of about 15 cents against 6 cents. They had been forecasting revenue growth of about 20 per cent in the current fiscal year.

Dozens of acquisitions have left

Computer Associates with an unwieldy product range of more than 200 – sometimes incompatible – programs.

In April it unveiled a plan to

restructure by buying up companies, typically through stock swaps, then rapidly cutting the target's staff and overheads. This usually left Computer Associates with new products to sell through its existing sales forces.

But its last takeover, of Cullinet

for \$333m, was a year ago.

BAA in Canadian plan to win N American contracts

By Bernard Simon in Toronto

BAA, the British airports operator, has joined forces with several prominent Canadian investors to bid for the redevelopment of a number of North American airports, starting with Toronto's Pearson International.

The joint venture, known as Canadian Airports Ltd (Canair), unveiled a proposal yesterday for a C\$750m to C\$1bn (US\$647m to US\$862m) modernisation of the two existing terminals at Pearson, and said it plans to submit similar proposals for three unidentified US airports. Canair may also play a role in BAA's current efforts to redevelop Budapest airport in Hungary.

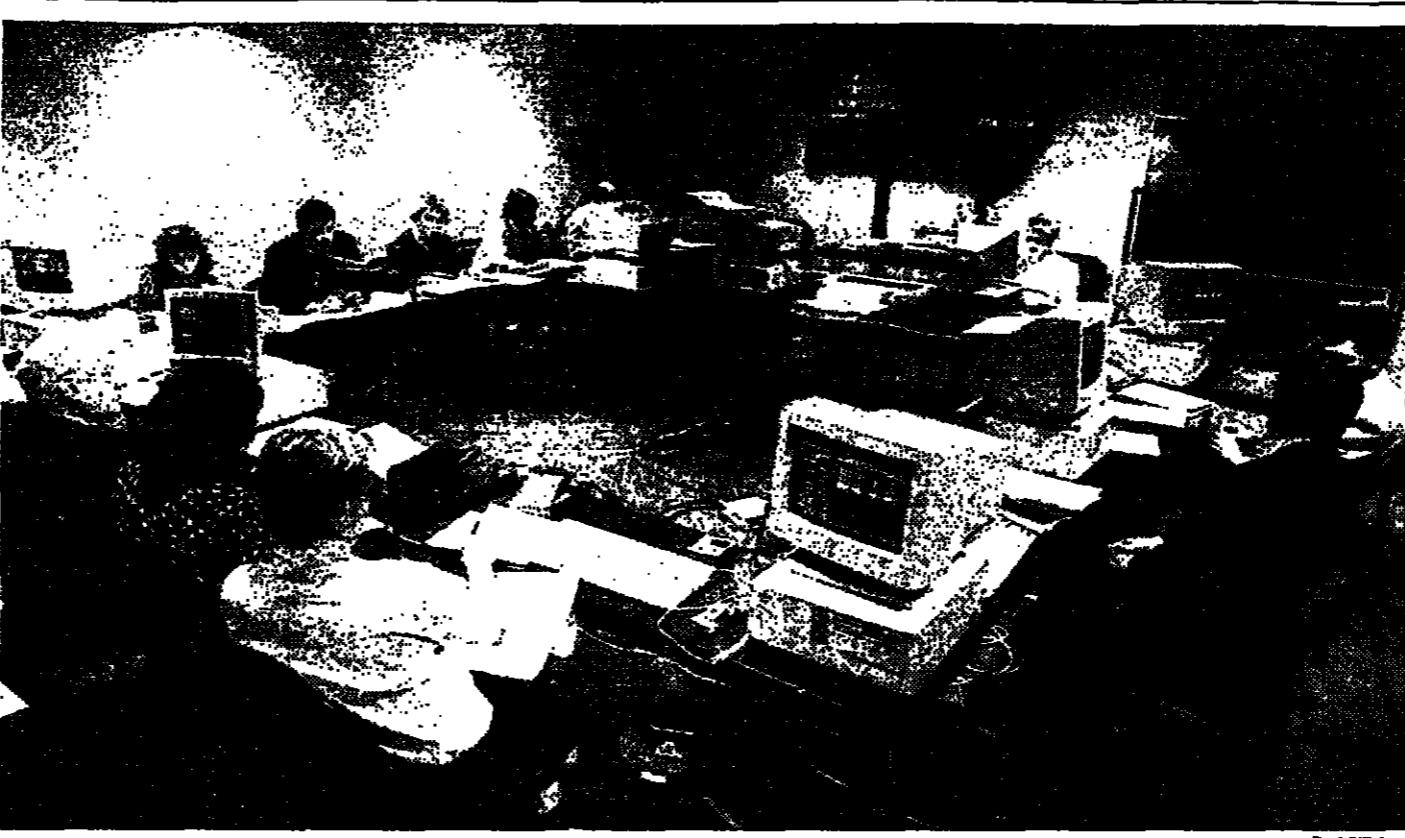
BAA, which has a record of strong profit growth since it was privatised in 1987, believes that its experience in running profitable airports and accompanying retail facilities in the UK will prove attractive to many governments anxious to meet a rapid growth in airport traffic, without making demands on the public purse.

The British company has a 25 per cent shareholding in Canair, but its expertise is a key element in the consortium's sales pitch. Mr Chris Barlow, Canair's president, is a BAA executive who led the recent redevelopment of Terminal Three at Heathrow.

BAA was originally due to have a considerably larger equity stake in Canair, but its holding was reduced to make the consortium's bid more politically acceptable to the Canadian Government.

BAA's partners include Toronto-Dominion Bank, Canada's fifth-biggest bank; the Ontario public service pension fund; Ellis-Don, a leading Canadian construction company; and a Toronto real estate developer, Cogan. The consortium's chairman is Mr Alan Marchment, a prominent Toronto businessman. The federal department of transport is expected to call for tenders within the next few months for the redevelopment of Terminals 1 and 2 at Pearson. Two other Canadian groups, each headed by a large real estate developer, have also indicated a serious interest in submitting proposals.

Toronto is the world's 25th busiest airport, handling 21m passengers last year. The Canair proposal, together with a third terminal now under construction, would lift capacity to about 40m by 2010. The existing terminals would be virtually rebuilt, with a heavy emphasis on shopping areas and restaurants. Mr Barlow said yesterday that construction would take four years.



Paul O'Donnell

Budapest stock exchange: 38 companies are listed for the first round of privatisation in Hungary

Hungary lists 38 companies for sale

By Nicholas Denton in Budapest

HUNGARIAN privatisation took concrete shape yesterday when a newspaper published a leaked list of 38 companies destined for the first wave of asset sales.

Government officials said that they were not bound by the plan drawn up by the State Property Agency (SPA), the body at the centre of privatisation. However, it is expected that the government will adopt it with few changes.

Wholesale and distribution, hotel, textile manufacturing, and chemicals and pharmaceuticals companies dominate the list.

It includes several big names.

TVK, which produces chemicals

is the fourth largest company in Hungary according to turnover.

Negotiations with Occidental

and where the sale is welcomed by the management.

The 38 had turnover last year of 140bn forints (\$2.15bn) on which they made profits of 6bn forints (900m).

The SPA plans to start with the privatisation of five or six "flagships" over the next half year.

The current price is to split the chain before privatisation.

Ibusz, the national travel

agency, is on the list; a signal

that the state may sell its two-

thirds share which remains after

last month's partial privatisation

and flotation on the Vienna and

Budapest stock exchanges.

Others mentioned include Ganz Electrical Works, and the Chinoin and Kobayai pharmaceuticals companies.

The privatisation process has become the centre of political controversy. Last week a parliamentary committee attacked the way Ibusz was floated. Members of the Hungarian Democratic Forum, the dominant party in the Government, condemned the decision to float Ibusz on the Vienna exchange, and the under-pricing of the issue, which resulted in a tripling of the share price when trading began.

retail, construction and consumer goods industries. Other engineering groups, such as Siebe and the Howden Group, have not issued profit warnings.

Dr Alan Watkins, Hawker Siddeley's chief executive, said the company had run into significant cost overruns on several of its eight US contracts. Also the uncertainty generated by the Government's plans for electricity privatisation had delayed two of three potential UK orders.

The results from the contracting division, which made a 55m loss last year despite a near doubling of turnover to \$1.2m, may lead Hawker Siddeley to sell the business.

A strategic review of all parts

of the group's activities is due to

be completed by October.

Lex, Page 18

Hawker sees losses of over £25m on power station contracting side

By Charles Leadbeater, Industrial Editor

HAWKER SIDDELEY, the diversified engineering group, yesterday joined the growing band of manufacturing companies to issue a profit warning for 1990.

Although Hawker Siddeley's difficulties are mainly due to cost overruns on power station construction projects in the US, the warning will fuel concern that profits in the manufacturing industry will be squeezed this year, forcing companies to cut costs by curtailing investment and shedding labour.

Hawker Siddeley's announcement of expected losses of between £25m (£45m) and £30m in its power station contracting division wiped 10 per cent off the company's shares, which closed down 6p at 548p.

Three months ago, analysts had been expecting the company,

which makes a range of products from electric motors and bathtubs to railway and sheep shearing equipment, would turn in pre-tax profits of about £22m this year. Instead, they now estimate pre-tax profits will fall to between £180m and £190m this year from £220m for 1989.

Hawker Siddeley's other engineering groups

INTERNATIONAL COMPANIES AND FINANCE

Gallimard family ready to cede control to end feud

By William Dawkins in Paris

THE LINGERING family row at Gallimard, France's largest independent publisher, looked set to end yesterday, with share sales agreements that will pass majority control of the group into non-family hands.

Mme Françoise Gallimard, one of the founder's four grandchildren, has agreed to sell her 12.5 per cent stake in the family company to Banque Nationale de Paris, the state-owned bank, while her brother Christian selling his 11.8 per cent stake to BNP.

This follows their younger sister Isabelle's decision three months ago to sell her 12.5 per cent stake to BNP, which will now end with 36.8 per cent of Gallimard. Adding other outside shareholders, the agree-

ments mean that 54.3 per cent of Gallimard's equity has now passed out of the family's hands.

The feud was between Christian, now a publisher in Switzerland, and his younger brother Antoine, currently managing director of Gallimard. They had fought for control since their father sacked Christian as managing director and put Antoine in his place.

No price was disclosed for the sale of Françoise's shares, though Henry Ansbacher, the investment bank which arranged the deal, said the price was on the basis of its own valuation of FF1.32bn (\$330m) for the group. That implies a value of FF228.5m for 12.5 per cent of Gallimard.

Gallimard has one of

France's most prestigious lists of authors and annual sales of FF950m.

● A small shareholder in Banque Nagelmackers 1747, Belgium's oldest bank, is to seek the suspension of a friendly bid by BNP.

Carinvest, an investment company which owns 1 per cent of Nagelmackers, will apply to a court in Brussels today for a suspension of the bid, on the grounds that it was given misleading information.

Banque Nagelmackers agreed in April to sell BNP its banking activities and to spin off its property and investment interests into a separate company. But BNP offered to buy both parts of the Belgian bank a month later, after shareholders had agreed the earlier offer.

Sun Life raises £67.5m in rights

By David Barchard

SUN LIFE Assurance yesterday announced a £67.5m (\$121m) rights issue to finance development. Mr Peter Grant, chairman, described the issue as a sensible move aimed at long-term development. But he declined to give details of how the money would be used.

"We haven't any specific plans at this time. We thought that we should raise a reasonable sum for opportunities as they become available," he said.

The shares will be offered on a one-for-seven basis at a

deeply discounted price of 80p, well below Wednesday's closing price of 1310p.

Sun Life is the 12th largest UK life assurance company by premium income and last year made after-tax profits of £28.3m.

In the City, where Sun Life's shareholder funds of £17.8m have long been regarded as rather slender, the move came as little surprise but the company's share price eased slightly to close at 1283p, down 27p on the day.

Mr Grant said the money

would probably not be used immediately. In the longer term it might go on internal development and on financing new operations in Europe.

Sun Life is also considering creating a relationship with a building society along the lines of the developing connection between Eagle Star and Bristol & West.

"Like everybody else we have been talking to a number of building societies but we have not reached a particular arrangement with anyone," Mr Grant said.

Rank warns of economic pressure

By Clare Pearson in London

THE Rank Organisation UK leisure group yesterday announced pre-tax profits for the 28 weeks ended May 12 which were well up with analysts' expectations.

But the shares still shed 48p to 785p as the market focused on a cautious statement on the trading outlook from Mr Michael Gifford, chief executive.

The company - poised to acquire fellow UK leisure company Mecca, assuming its £540m bid is approved by the UK regulatory authorities -

unveiled pre-tax profits 24 per cent higher than last time's £111m at £137.6m (\$245m).

Mr Gifford said: "In the short term it remains unlikely that The Rank Organisation's prospects can be entirely unaffected by current economic pressures in the UK and US, with their consequent adverse influences on consumer markets and corporate costs."

This depressed the market even though Mr Gifford added he expected Rank to make "further progress" this year.

A one-for-four rights issue held back earnings per share for the first half. These went up from 30.4p to 34.3p. The interim dividend is set at 10.25p against 9.2p.

A Kershaw and Sons, Rank's separately quoted subsidiary which owns about 10 per cent of the group's 49 per cent share of Rank Xerox, lifted investment income to £3.29m from £2.89m. An interim dividend of 9p against 8p is proposed.

Lex, Page 18

NEWS IN BRIEF

Components maker in rights issue

KOLBENSCHMIDT, the West German vehicle parts maker, plans a two-for-11 rights issue at an offering price of DM240 a share, Agencies report. The 51 per cent-owned affiliate of metals, chemicals and trading group Metallgesellschaft will raise about DM118.1m (\$72m) if all the rights are exercised.

Proceeds will be used to help finance construction of a new facility, increase Kolbenschmidt's product range and broaden its geographic spread into eastern Europe, especially East Germany.

● Veba, the diversified West German energy group, said that group net profit in the first half of 1990 would be around the level achieved in the same period last year, or DM443m (\$265m).

Veba said it had increased

its planned investments for the next five years to DM300m from DM240m to enable the group to expand into East Germany.

He says only that he is

attracted by the scope of the

challenge and the prospect of a

national rather than a regional

bank to manage.

Uniflambant, but earnest and convincing, will need all his powers of persuasion as he struggles to implement the bank's recently unveiled resuscitation strategy - alleged to include shedding more than a third of the staff.

BIG is in trouble - even

more so than in previous

years.

The bank has always been

overstuffed and has a separate

union pay agreement long held

to be more generous than the

common rate at other German

banks.

Mr Wiegandt, who may not

for long be able to claim to be

"no expert" on pay negotiations

will not be drawn on

exact comparisons.

● DSM, the Dutch chemical

group, said it had postponed

plans to sell off its 56 per cent

stake in retailer Macintosh.

The statement coincided with an announcement by Macintosh that it had broken off

talks with investment group HAL Holding on a friendly bid for Macintosh by HAL.

● Grundig, the German con-

sumer electronics group, lifted

1989/90 group net profit to

DM147m (\$69m) from

DM140m. Group sales rose to

DM3.50m from DM3.4m.

Sales in the first quarter of

1990/91 increased by 46 per

cent from a year earlier,

mostly due to television pur-

chases connected to the foot-

ball World Cup.

Net profits rose from FF110m

to FF115m, while operating

profits doubled from FF173m to

FF353m.

Rémy & Associés' sales reflect

the at the time seen mainly as an

additional outlet for insurance

products.

Since then, there have been

other, largely unforeseen,

disasters. BIG has played a

prominent and costly role in

the rescue of Co op, the retailer

that nearly went bankrupt last

year.

Only exceptional income from

the sale of its Frankfurt

skyscraper kept BIG's results

in the black for 1989, when the

country's three largest banks

reported double digit profits

growth.

High provisions and a nearly

15 per cent drop in net interest

income were to blame.

Mr Wiegandt says the earn-

ings position has worsened

since then.

Dastic action was

clearly necessary. BIG

has already had to call

on its two shareholders, AMB

and the union holding com-

pany BGAC, for a DM1bn cap-

ital increase by the end of

1990.

AMB, whose underperforming

share price reflects the

Big fat Giant makes plans to slim

Katharine Campbell on the new chief's aims for German bank BfG

Bank für Gemeinschaft, the big German bank which has long had a reputation as an unwieldy and costly mammoth, is trying to lose weight rapidly - to become, in the words of Mr Wiegandt, its new chief executive, "a quite normal national bank."

That may sound an unlikely objective for West Germany's sixth largest bank (among those operating countrywide).

But it is no mean task for Mr Wiegandt, who arrived on the 34th floor of the Frankfurt skyscraper in March, after six years and a successful clean-up operation at Landesbank Rheinland Pfalz, the Mainz-based state bank.

The problems did not stop there. AMB, which paid DM1.9bn (\$1.16bn) for its stake in 1987, may feel that the price was too steep for what was

at

the

time

of

the

acquisition.

market's concern over a steady stream of bad news from BfG, had to resort to a premium rights issue as an indirect way of soliciting most of the required funds from the Italian group Fondiaria. There is talk that AMB might want to find a buyer for part of its BIG stake.

Angry union sources last

week leaked details of the new

strategy allegedly containing

plans to sack

2,700

employees

and

close

60

branches.

Mr Wiegandt "will

target

small

to

medium-sized

companies

with

yearly

turnover

between

DM5m

and

DM25m".

Mr Wiegandt says that bank

has

plenty

to

do

in

existing

relationships.</p

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La Corporación Banesto was formed on

June 22nd

It brings together all of the industrial holdings of Banesto - one of Spain's largest banks - to create Spain's largest private sector industrial company.

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Our aim is not merely to invest in these areas, however, but to contribute to them.

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The financial strength of the new company gives us an unrivalled opportunity to achieve these ambitions.

Not just in Spain, but throughout Europe and internationally.

It is, in effect, an actively managed slice of Spain.



La Corporación Banesto

*The driving force
in Spain is now an active
force in Europe.*

INTERNATIONAL COMPANIES AND FINANCE

Argentina faces dilemma over Aerolineas tender

By Garry Mead in Buenos Aires

THE Argentine Government is today due to announce its decision concerning the privatisation of 85 per cent of the state-run airline Aerolineas Argentinas.

Although only one consortium, led by the Spanish airline Iberia, presented a bid by the closing date last week, the process has become muddied by the late reappearance of Citibank on the scene, as well as rapid legal action being taken against the sale by Argentine politicians.

Mr Richard Handley, head of Citibank in Argentina, said on Wednesday that if the Argentine Government decided to hold a new international tender for Aerolineas, then Citibank "would seriously look at the possibility" of presenting a bid.

Citibank had been working in conjunction with Alitalia, but the Italian airline decided to pull out at the last moment.

Citibank has been aggressively involved in all stages of President Carlos Menem's privatisation programme, from offering controversial plans to privatisate Argentine railways to taking a 57 per cent share in the southern region of the newly divided telecommunications company ENTEL.

At the same time a group of dissident Peronist legislators have succeeded in persuading a magistrate to investigate Iberia's bid, on the grounds that it may violate anti-monopoly laws. Such legislation in Argentina is widely ignored, and is being invoked primarily for political reasons in this case.

The basis of the case is that while Iberia would hold 20 per cent of the privatised 85 per cent of Aerolineas, Iberia's main Argentine partner in Citelos del Sur, which controls the main domestic carrier, Austral. Those opposing Iberia's bid

argue that its takeover would, through its partnership with Austral, effectively create a monopoly in Argentine domestic routes.

Mr Roberto Dromi, who as minister of Public Works bears overall responsibility for the privatisation programme, faces a difficult dilemma. A long-standing personal feud persists between him and Mr Enrique Pescarmona, one of the heads of Austral. To award the bid to the Iberian group thus requires Mr Dromi to swallow personal pride.

His other alternative, to declare the whole tender invalid, risks not only further destabilisation of the privatisation schedule, but also an implicit admission that, as four other leading international airlines - American, KLM, Varig and Alitalia - dropped out, the tender was mishandled from the start.

■ Joseph Mann in Caracas writes, CVG, the Venezuelan Government's heavy industry conglomerate, has signed a letter of intent with an Italian company and two Venezuelan groups covering the construction of a US\$180m plant for producing pre-reduced iron-ore briquettes.

Partners in this project, which is to be finalised by December 31 this year, are the CVG, Italy's Acciaierie e Ferriere Lombarde Falk, and two Venezuelan concerns, Sivensa, an important steelmaker, and Valivenca, a financial entity.

The plant will be designed to produce up to 1m tonnes per year of briquettes for export and the partners hope to begin construction work early next year. The facility will be located in Venezuela's heavy industry centre at Ciudad Guayana, and will use iron-ore and electric power provided by CBG subsidiaries.

Canada's foreign banks climb 21%

By Bernard Simon

in Toronto

THE 56 foreign-owned banks operating in Canada lifted their combined profits by 21 per cent in the six months to April 30, but with a wide divergence in performance among individual banks and with much poorer returns on average than the big domestic banks.

According to the Canadian Bankers Association, the foreign banks' combined profit before extraordinary items in the six months was C\$148.7m (US\$128.3m), up from C\$123.3m in 1989.

The foreign banks earned a combined return on assets of 0.58 per cent and a return on equity of 8.6 per cent.

By contrast, the domestic banks, which have the advantage of a large pool of stable retail deposits, earned 0.79 per cent on assets and 14.7 per cent on equity.

Foreign banks have been allowed to operate in Canada since 1980.

With the notable exceptions of Citibank and Hongkong Bank of Canada - a subsidiary of Hongkong & Shanghai Banking - the banks have avoided the retail market and concentrated on corporate business.

Increasingly stiff competition has made the market less attractive than it used to be, and several banks have either consolidated their operations in recent years or withdrawn entirely.

Earlier this year, Britain's Lloyds Bank sold its Canadian subsidiary to Hongkong Bank.

HBC now has assets of C\$10.6m, making it by far the biggest foreign-owned bank in the country. It is followed by Citibank (C\$5.2m) and Swiss Bank Corporation (C\$2.8m).

The highest return on assets in the six months to April 30 was posted by Standard Chartered Bank (3.55 per cent).

Equity makes a US come-back

Martin Dickson on a new trend in American takeover financing

THREE sizeable British bids - in little more than a month - for US companies have highlighted a trend in US takeover financing: shares are making something of a come-back as a means of payment.

When Wills Faber, the insurance broker, bid for New York-based Corroon & Black at the start of June the offer consisted entirely of its ordinary shares.

And when Ratners, the jewellery business, launched a bid for Kay Jewelers last week it offered shareholders an issue of new convertible preferred stock.

Siebe, the engineering group, made an all-cash offer for loss-making Foxboro, a process controls supplier, in late June. But the bank borrowings it will take on to provide the money will push its gearing to over 100 per cent. The company therefore said it would consider floating some of the equity of Siebe Inc, its US business.

"Equity is going to play a larger role in bids in the 1990s," forecast one senior Wall Street financial advisor. "There is a lot of interest out there in deals with equity - provided the bidder's story is good enough."

The trend should not be exaggerated. Cash will continue to be king in the US takeover market, and commercial banks are still keen to lend it to the right buyers to consummate deals.

This was underlined in the Siebe bid where Bankers Trust led a \$1bn loan facility, with Chemical Bank of the US and National Westminster and Lloyds of the UK also taking part.

"The commercial banks may be shying away from financier buyers but they are still very aggressive when it comes to corporation-to-corporation deals," said one investment banker.

"They will very readily step up to the (baseball) plate."

But equity is likely to play a stronger subsidiary role - in marked contrast to the take-

THE ROLE OF SHARES IN US BIDS			
Year	Total value of bids (\$bn)	Value of shares in bids (\$bn)	% of shares in bids
1984	101.9	7.2	7
1985	133.7	17.7	13.2
1986	220.4	27.1	12.3
1987	195	20.9	10.7
1988	263.3	23.4	8.8
1989	234.4	38.6	16.2
First half 1990*	93.6	12	12.6

*Total transactions announced.

Source: SBC

over boom of the late 1980s, when junk, or high-yield, bonds dominated the bid arena.

In a typical late 1980s American bid, a predator would make an offer of cash, or cash and debt securities. It would finance this through a mixture of bank debt and a bridging loan from an investment bank - a line of credit that would then be refinanced through the issue of junk bonds.

But the collapse of the junk bond market last year has closed that avenue of financing, at least for now, and the commercial banks, which face mounting problems with loans they extended to highly levered bidders in the 1980s, are now much more concerned about the relative levels of debt and equity in companies to which they lend.

Equity has not been the dominant form of takeover payment in the US since the late 1980s, when US investors developed a taste for cash. This appetite was accentuated in the 1980s by the rise of the Wall Street arbitrageurs, who took large positions in the shares of companies facing bids, in the hope of taking a quick cash profit if the deal was consummated.

Figures from IDD Information Services, a statistical database company, show that in the second half of the 1980s common and preferred stock only provided around 12 per cent of bid financing, although over the past 18 months the figure seems to have been rising slightly. In 1989 the figure rose to 15.2 per cent, while in the first half of this year it was 12.3 per cent.

But while Kay's equity holders may be happy at the Brit-

ish company's largesse, Ratners faces a revolt among the owners of Kay's bonds, who are only being offered 75 cents on the dollar, even though they have first legal claim on the company's assets.

● In the case of privately owned businesses, where the vendor may be more willing than shareholders in a public company to take stock. This was the case in a recent food sector sale - that of Beatrice for \$1.3bn to ConAgra.

The seller, buy-out specialist Kohlberg Kravis Roberts, had been trying to dispose of Beatrice for a very long time. ConAgra was neither willing nor able to pay all cash. It ended up paying some \$325m in cash, \$35m in common stock and \$35m in preferred stock, mostly convertible.

● In management buy-outs. Banks are demanding higher proportions of equity relative to debt in buy-outs, which in the 1980s would commonly be as high as 1:10. For example, commercial banks weighing up whether to lend to the current \$1.4bn bid by United Airlines employees for their company are insisting that the union team find some outside equity investors.

When BAT, the British conglomerate, auctioned off its US retailing operations, management's attempts to buy the businesses failed in part because of the limited amount of equity they could put up.

● Special circumstances. When American International Group, the insurance group, recently bid \$1.6bn for International Lease Finance, the offer consisted of cash, with a cash-and-shares alternative worth somewhat less and subject to a maximum number of shares.

But Mr Edward Matthews, chief financial officer at AIG, said that in this case the company was not keen to issue shares - it felt its stock price was undervalued. It was doing so just to allow ILF's controlling investors to avoid crystallising the large tax liability that would be involved in accepting cash.

Fannie Mae posts record net income of \$289m

By Janet Bush in New York

THE Federal National Mortgage Association, known as Fannie Mae, yesterday reported net income of \$289.4m in the second quarter compared with \$193.4m a year ago.

This is the tenth consecutive quarter of record earnings. Fannie Mae is a public company chartered by Congress to provide funds to mortgage lenders, buying mortgages from banks and savings institutions, packaging them into securities and selling them to investors. It also keeps mortgages as part of an investment portfolio.

Mr David Maxwell, chairman and chief executive officer, said the second-quarter performance reflected continued strength in the company's portfolio and its mortgage-backed securities business.

Earnings per share were \$1.10 fully diluted compared with 75 cents a share a year ago, a rise of 47 per cent.

In the first six months of this year, Fannie Mae has earned a net \$566.2m of \$2.15 a share compared with \$363.2m or \$1.39 a share for the same period in 1989.

CPC lifts earnings on higher sales

By Alan Friedman

in New York

CPC International, one of the largest and most international US food groups, achieved a 14 per cent rise in net profits for the second quarter of 1990, to \$36m.

The earnings improvement, struck on 15.7 per cent higher sales of \$1.45bn, was in line with first-quarter growth. Second-quarter earnings per share of \$1.28 were 18 per cent higher than the \$1.06 recorded in the same period of 1989.

Mr James Elsner, chairman of CPC, said that economic reforms in Brazil and Argentina began to affect the company's business negatively toward the end of the second quarter, but he forecast strong earnings progress for the whole of 1990.

Wall Street, clearly heartened by the results, marked CPC's share price 1½ points up yesterday morning, to \$41.4.

The New Jersey-based CPC is one of the world's largest corn refiners, with operations in North and South America. It has operations in 47 countries and derives some 80 per cent of total revenues from consumer foods businesses.

Teledyne down sharply

TELEDYNE, the California conglomerate which recently spun off its finance and insurance subsidiaries, yesterday reported a sharp drop in second-quarter income on lower sales, writes Karen Zager.

For the three months ended June 30, Teledyne recorded net earnings of \$26.6m or 48 cents a share against \$46.8m or 84 cents a year earlier. Sales fell 11.7% from \$907.7m to \$792.1m.

For the first half, Teledyne had net income of \$84.9m or \$1.52 a share on sales of \$1.72bn against net earnings of \$117.3m or \$2.11 on sales of \$1.77bn. The 1990 results include \$25.6m of income from discontinued operations reported in the first quarter.

Mr Marcelo Gunnucio submitted his resignation as president and chief operating officer and member of the board, effective immediately, Cray said.

"The directions, priorities and objectives of the company stay the same," the company said.

The sudden resignation of the company president was brought about by differing management styles between Mr Gunnucio and Mr John Rollwagen, Cray's chairman and chief executive, the company said.

"John is intuitive and informal, while Marcelo has a more structured analytical style."

Mr Gunnucio and Mr Rollwagen have worked together for eight years.

"We attempted to blend our distinct management styles effectively, but we were not successful in that effort. The decision to part is mutual and in the best overall interests of the organisation and the individuals involved," Mr Rollwagen said in a letter to Cray employees yesterday.

Cray said that for the foreseeable future, Mr Rollwagen would assume Mr Gunnucio's responsibilities in addition to those of chief executive.

Mr Gunnucio became president of Cray in November 1988. He joined the company in 1983 as executive vice president of marketing. He has played a key role in strengthening Cray's marketing according to industry observers.

The coupon amount as calculated payable on October 11, 1990 will be £150,000 for the denominations of £100,000.

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Bank Générale du Luxembourg S.A. Agent Bank

YORKSHIRE BUILDING SOCIETY £10,000,000 Floating Rate Subordinated Notes due 1999

In accordance with the terms and conditions of the notes, the coupon rate given for the three months period from July 11, 1990 to October 11, 1990 is 15.325% per annum. Interest payable on 12th July, 1990 and 12th October, 1990.

Interest payable on 12th July, 1990 will amount to £1,862.74 per £10,000 Note.

The coupon amount as calculated payable on October 11, 1990 will be £150,000 for the denominations of £100,000.

Notice is hereby given that the notes will bear interest at 15 1/2% per annum. Interest payable on 12th July, 1990 will amount to £1,862.74 per £10,000 Note.

Interest payable on 12th October, 1990 will amount to £1,862.74 per £10,000 Note.

Agent: Morgan Guaranty Trust Company

JPMorgan

JP Morgan

Member of T.S.A. and A.F.B.D.

BRADFORD & BINGLEY £200,000,000 Floating Rate Notes Due 1999

Notice is hereby given that the notes will bear interest at 15 1/2% per annum from 12th July, 1990 to 12 October, 1990.

Interest payable on 12th October, 1990 will amount to £373.65 per £10,000 Note.

Agent: Morgan Guaranty Trust Company

JPMorgan

Member of T.S.A. and A

INTERNATIONAL COMPANIES AND FINANCE

NEWS IN BRIEF

Mitsubishi Cement in Guam deal

MITSUBISHI Mining & Cement of Japan is to buy Dillingham Construction Guam (DCG) of the US for an undisclosed price estimated in Tokyo at ¥4bn (US\$42m). Our Financial Staff writes.

DCC, which has annual sales of \$40m, is being bought from the California-based Dillingham Construction Overseas. The Mitsubishi group company already owns a US concrete supplier.

DCC has construction materials factories on the islands of Guam and Saipan, including four concrete plants. Future demand is expected to grow as the tourism industry there boosts construction of resort facilities.

HONG KONG securities watchdogs yesterday censured former officials of Palatin, an investment holding group, for failing to make a required general offer to Palatin shareholders. AP-DJ reports from Hong Kong.

The committee of takeovers and mergers is recommending that the local bourse and the New Zealand stock exchange take appropriate action against Mr Peter Francis, Mr Anthony van der Linden and Mr Serge Pun. It found in March that, along with New Zealand Equities and Mr Alan Carpenter, his former chairman, they acted in concert to consolidate control of Palatin. NZ Equities is now in receivership.

SHARES in Hong Kong Toy Centre International, the latest local company to go public, surged 30 per cent to HK\$1.71 from its offer price of HK\$1.23 on its first day of trading yesterday, AP-DJ reports. Its offer of 25 per cent of its equity was 39 times oversubscribed.

GOODMAN FIELDER Watte, an Australian food company, said it would become the Netherlands' largest flour miller with 35 per cent of the market by acquiring the Alkmaar mill from N. Timmerman, AP-DJ reports from Sydney.

Mr Barry Weir, chief executive of Menela, Goodman's European unit, said the purchase enabled it to expand its service to the Dutch baking and food markets.

STATE-OWNED Thai Airways International lifted pre-tax profits to 4.14 billion baht (\$168m) in the six months to March from 3.54bn baht, Reuters reports from Bangkok.

Total income from flight, air cargo, ground handling, aircraft maintenance, limousine and food catering services rose to 23.6bn baht from 21.3bn.

TOP BRAND FUND INTERNATIONAL (SICAV)

Registered Office: 14, rue Léon Thys, L-2636 Luxembourg, R.C. Luxembourg: B23.652

NOTICE OF ANNUAL GENERAL MEETING OF SHAREHOLDERS

The Annual General Meeting of Shareholders of Top Brand Fund International will be held at its registered office at 14, rue Léon Thys, Luxembourg, at 11.00 a.m. on 31st July, 1990, for the purpose of considering and voting upon the following matters:

Agenda

- To accept the Directors' and Auditors' reports and to approve the financial statements for the year ended 31st March, 1990.
- To declare a dividend for the year ended 31st March, 1990 of US\$20 per share as recommended by the Board, and to fix its date of payment.
- To discharge the Directors from their responsibilities for all actions taken within their mandate during the year ended 31st March, 1990.
- (a) To ratify the co-operation of Mr. Junzo Makita as a Director of the Fund.
- (b) To re-elect the Directors holding office at present.
- To decide on any other business which may properly come before the Meeting.

Voting

Resolutions may be passed without a quorum, by a simple majority of the votes cast thereon at the Meeting.

Voting Arrangements

Shareholders who cannot attend the Meeting in person are invited to send a duly completed and signed proxy form to the registered office of the Fund to arrive not later than 23rd July, 1990. Proxy forms will be sent to registered shareholders with a copy of this Notice and can also be obtained from the registered office.

13th July, 1990
The Board of Directors

Europe's biggest PVC maker faces a flexible future

Peter Marsh reports on the possibility that ICI and Enimont may sell their joint plastics venture

The creation four years ago of European Vinyls (EVC), a £500m (\$1.6bn) a year company which is one of Europe's biggest plastics makers, took a lot of ingenuity. It will take equally astute financial and corporate engineering to restructure the business in a way that suits EVC's joint owners.

The Brussels-based company is owned by Britain's Imperial Chemical Industries and Enimont of Italy, two of Europe's largest chemical groups. It is Europe's biggest producer of polyvinyl chloride (PVC), a widely used commodity plastic.

Although both ICI and Enimont denied yesterday that they were talking to outside companies about selling their stakes in EVC, many in the chemicals industry believe that some change in the ownership will take place within the next 12 months.

EVC is regarded as a well-run business. In 1988, the last year for which EVC published figures, the company showed an operating profit of more than £100m.

But analysts believe earnings fell away steeply last year and that the business might have a hard time in the 1990s when demand for commodity plastics looks likely to falter from the high levels of the past two to three years.



Sergio Cragnotti (left) may want Enimont out of PVC and Sir Denis Henderson (right) thinks the same for ICI

As part of the accord, ICI and Enimont said they would cut their combined annual capacity from 1.3m tonnes to 1m tonnes, reducing the slackness in the market. The two companies have acted according to plan. The cutbacks have given a welcome boost to prices - and profits - in the PVC business generally.

The agreement needed the approval of the European Commission. Competition officials in Brussels have in recent years inquired into several cartels in the chemicals industry in which companies have combined to carve up markets or fix prices, particularly in the plastics business. They were alert to the idea that another market-sharing agreement might be on the cards.

Both ICI and Enimont had to convince the commission that they were serious in reducing their combined PVC capacities. They also said the deal would not distort the market. After much discussion, the commission sanctioned the venture - but only for a five-year period which comes to an end in mid-1991. EVC managers are now talking to Brussels about extending the approval, possibly for a 15 or 20-year period.

The British and Italian companies agreed to pool their activities into a new company that would account for a fifth of the European PVC business.

As for Enimont - a joint venture between Mr Raul Gardini's Montedison group and Italy's state-owned Eni industrial holding company - the group is in the middle of its own restructuring. Mr Sergio Cragnotti, the Gardini-nominated managing director, is believed to want Enimont to move out of some commodity areas like PVC. But aspects of this strategy are meeting resistance from the Italian Government.

EVC was set up as the world chemical industry was struggling with a prolonged recession that came to an end around 1987. Its creation got

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FT LAW REPORTS

Antiques taxed for gains

SMITH (HM INSPECTOR OF TAXES) v SCHOFIELD
Chancery Division: Mr Justice Hoffmann: July 10 1990

CAPITAL gains tax on antiques bought before 1982 is computed first, by deducting a counter-inflationary indexation allowance in respect of the period after March 31 1982 from the whole gain between date of acquisition and date of disposal; and then, unless the taxpayer opts for an April 6 1985 valuation, by time-apportioning the adjusted gain on a straightline growth basis, so that any apportioned gain arising after April 6 1985 is chargeable to tax.

Mr Justice Hoffmann so held when allowing an appeal by the Crown from a special commissioner's computation of liability to capital gains tax incurred by Mrs Rosemary Beatrice Schofield.

His LORDSHIP said that in 1982 Mrs Schofield acquired a Chinese cabinet and a French mirror for £250. In 1987 she sold them for £15,800.

The issue was how liability to capital gains tax should be computed.

The problem was caused by the interaction of two sets of rules designed to avoid uncertainty.

The first was intended to prevent anyone from being taxed on gains which had already accrued before the tax came into force. Those provisions were now consolidated in Schedule 5 to the Capital Gains Tax Act 1979, headed "Assets held on April 6 1982".

The other set of rules, introduced in 1982, was intended to prevent people from having to pay tax on gains caused by inflation which existed only on paper. Those were contained in sections 86 and 87 of the Finance Act 1982, as amended.

In the case of assets other than quoted securities and land, paragraph 11(2) of Schedule 5 provided for apportionment of the gain between the periods before and beginning on April 6 1985. Only that part of the gain attributable to the latter period was to be a "chargeable gain".

For the purposes of apportionment it must be assumed that the gain accrued at a uniform rate from date of acquisition to date of disposal, that was to say, it was "straightline

growth" apportionment.

If the taxpayer did not like the results, for example because most of the gain occurred before 1985, he could elect for a valuation on April 6 1985 instead. Mrs Schofield did not elect. Her gain was the £15,800 sale price less £250 acquisition costs and £1,462 sale expenses.

Under paragraph 11 of Schedule 5 that gain would be apportioned on a straightline basis between the periods before and after April 6 1985, and the latter would be the "chargeable gain".

Sections 86 and 87 of the 1982 Act as amended allowed the taxpayer to deduct an "indexation allowance", calculated by reference to the percentage of increase in the retail price index between March 31 1982 and date of disposal.

"Indexation allowance" was that percentage of the value of the asset on March 31 1982.

The effect was to tax gains in purely money terms up to March 1982, but in real (ie, inflation-adjusted) terms thereafter. A real post-1982 loss could be deducted from a pre-1982 money gain. More recent legislation, with which the court was not concerned, had eliminated the tax on pre-1982 gains altogether.

The question was the order in which one applied the Schedule 5 time-apportionment and the section 86 indexation allowance deduction.

The gain accrued to Mrs Schofield from 1985 to 1987. It must therefore be apportioned by paragraph 11 of Schedule 5. But from which figure must the indexation allowance be deducted?

Was it the entire gain, leaving a (partially) inflation-adjusted gain which was then time-apportioned? Or did one time-apportion the unadjusted gain and then deduct the indexation allowance from the post-1985 element?

Section 86(4) said that the indexation allowance should be set against the "unindexed gain" so as to give the "gain" for the purposes of the 1979 Act. Section 86(2) defined the "unindexed gain" as the amount of the "gain" on disposal.

For Mrs Schofield it was said that the "unindexed gain" meant the gain computed after time-apportionment in accordance with paragraph 11.

The Crown said it meant the whole gain between date of acquisition and date of disposal.

It said indexation was deducted from that figure to give the "gain" not the "chargeable gain". To calculate chargeable gain the "gain" was then time-apportioned in accordance with paragraph 11.

The special commissioner preferred Mrs Schofield's com-

plaint.

For Mrs Schofield it was said that the purpose of section 86 as amended was to make all inflationary gains since March 31 1982 free of tax. The Crown said the legislation was intended to charge the taxpayer as if there had been no inflation since March 1982.

That might seem to be saying the same thing, but there was a subtle difference. For example, Mrs Schofield's formulation would not explain why real post-1982 losses could be set against pre-1982 money gains, but the Crown's formulation would.

Most to the point, the effect of inflation since 1982 had not only had the obvious consequence of making consideration on disposal higher than it would otherwise have been. It also had the consequence, when there was a time apportionment, of increasing the 1985 base cost.

For example, if the value of the asset increased between March 31 1982 and date of disposal by exactly the same percentage as the index, the indexation allowance would be equal to the whole gain over that period. But if at the same time one used the inflated gain for the purposes of straightline apportionment, the result would be to produce a base figure for April 6 1985 higher than it would have been if there had in fact been no gain after March 31 1982.

The taxpayer would be getting it both ways. He would be given an indexation allowance to put him in the same position as if there had been no inflation since 1982, but the 1985 base figure would be calculated between 1985 and 1982 disappear despite the fact that there had been no subsequent fall in the inflation-adjusted value of the asset.

The Crown's construction was adopted. The appeal was allowed.

For Mrs Schofield: Stephen Aitcock (Hewson Beck & Shaw).

For the Crown: Nicholas Warren (Inland Revenue solicitor).

Rachel Davies
barrister

LEGAL NOTICES

KEENLEVEL LIMITED

NOTICE IS HEREBY GIVEN, pursuant to Section 48(2) of the Insolvency Act 1986, that a meeting of the unsecured creditors of the above named company will be held at St Andrew's House, 20 St Andrew Street, London EC4 on 25 July 1990 at 12.00 am for the purpose of having laid before it a copy of the report prepared by the administrative receiver under Section 48 of the said Act. The meeting may, if it thinks fit, establish a committee to exercise the functions conferred on creditors' committees by or under the Act.

Creditors are only entitled to vote if:

- (a) they have delivered to us at the address shown below, no later than noon on 24 July 1990, written details of the debts they claim to be due to them from the company, and the claim has been duly admitted under the provisions of Rule 3.11 of the Insolvency Rules 1986; and
- (b) there has been lodged with us any proxy which the creditor intends to be used on his or her behalf.

Please note that the original proxy signed by or on behalf of the creditor must be lodged at the address mentioned, photocopies (including faxed copies) are not acceptable.

Date: 9 July 1990

C J HUGHES & J F POWELL
Joint Administrative Receivers
Cork Gully
Shelley House
3 Noble Street
London EC2V 7DQ

Note: Creditors may obtain a copy of the report, free of charge, on application to the administrative receivers at the address shown above.

LINGFIELD PARK LIMITED

NOTICE IS HEREBY GIVEN, pursuant to Section 48(2) of the Insolvency Act 1986, that a meeting of the unsecured creditors of the above named company will be held at St Andrew's House, 20 St Andrew Street, London EC4 on 25 July 1990 at 2.00 am for the purpose of having laid before it a copy of the report prepared by the administrative receiver under Section 48 of the said Act. The meeting may, if it thinks fit, establish a committee to exercise the functions conferred on creditors' committees by or under the Act.

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THEME HOLDINGS LIMITED

NOTICE IS HEREBY GIVEN, pursuant to Section 48(2) of the Insolvency Act 1986, that a meeting of the unsecured creditors of the above named company will be held at St Andrew's House, 20 St Andrew Street, London EC4 on 25 July 1990 at 1.00 pm for the purpose of having laid before it a copy of the report prepared by the administrative receiver under Section 48 of the said Act. The meeting may, if it thinks fit, establish a committee to exercise the functions conferred on creditors' committees by or under the Act.

Creditors are only entitled to vote if:

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Date: 9 July 1990

RAGDALE HALL LIMITED

NOTICE IS HEREBY GIVEN, pursuant to Section 48(2) of the Insolvency Act 1986, that a meeting of the unsecured creditors of the above named company will be held at St Andrew's House, 20 St Andrew Street, London EC4 on 25 July 1990 at 2.00 am for the purpose of having laid before it a copy of the report prepared by the administrative receiver under Section 48 of the said Act. The meeting may, if it thinks fit, establish a committee to exercise the functions conferred on creditors' committees by or under the Act.

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COMPANY NOTICES

NOTICE TO THE HOLDERS OF EUROPEAN DEPOSITORY RECEIPTS (EDRS) IN: PIONEER ELECTRONIC CORPORATION

We are pleased to announce that copies of the English translation version of the Notice of Resolution to be held on 20 July 1990 at 10.00 am for the purpose of having laid before it a copy of the report prepared by the administrative receiver under Section 48 of the said Act. The meeting may, if it thinks fit, establish a committee to exercise the functions conferred on creditors' committees by or under the Act.

Creditors are only entitled to vote if:

- (a) they have delivered to us at the address shown below, no later than noon on 24 July 1990, written details of the debts they claim to be due to them from the company, and the claim has been duly admitted under the provisions of Rule 3.11 of the Insolvency Rules 1986; and
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SOUTHAMPTON

The Financial Times proposes to publish this survey on:

26th July, 1990

For a full editorial synopsis and advertisement details, please contact either

Clive Booth
on 071 873 4152

or Amanda Francis
on 071 873 3553

or write to:

Number One
Southwark Bridge
London
SE1 9HL

FINANCIAL TIMES
EUROPE'S BUSINESS NEWSPAPER

INTERNATIONAL CAPITAL MARKETS

Treasuries rally after Greenspan credit hints

By Janet Bush in New York and Tracy Corrigan in London

US Treasury bonds rallied from a period of morning weakness

after remarks by Mr Alan Greenspan, Federal Reserve chairman, that the central bank was prepared to move monetary policy to offset a tightening of the availability of credit in the economy.

The Crown produced figures, which were not challenged by Mrs Schofield, which demonstrated mathematically that on the assumption of the value of the asset after 1982 kept pace with inflation, any gain which had previously accrued would inevitably be eventually turned into a loss.

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INTERNATIONAL CAPITAL MARKETS

Nomura re-opens Swedish deal as a block trade

By Andrew Freeman

NOMURA International was praised by rival syndicate houses for its sensible approach in re-opening a Eurobond issue yesterday.

It handled a \$200m re-opening of a five-year issue for SEB, the Swedish National Housing Finance Institute, as a block trade, meaning it underwrote the entire amount itself.

The original \$300m deal, launched in May, had performed well in spread terms against US Treasuries, tightening from 74 basis points to around 55 basis points.

Nomura re-offered the new bonds at 100.575, a spread of 55 basis points over Treasuries. Members of the original syndicate were allowed to buy as many bonds as they wanted at a 5 per cent discount.

Praise for the method was tempered by comments that demand for the paper at the new spread might be limited. A few houses said they had taken bonds on switch trades, but felt the spread would widen before real interest emerged.

However, Nomura confidently broke syndicate towards the close of trading and after bidding the bonds at issue price benefited from a late pick-up in the US market to quote the paper at a premium of 100.93 bid. It is thought the proceeds were swapped into Swedish kronor.

The first subordinated, guaranteed issue for a Japanese

bank had a good reception yesterday, with traders reporting good demand from European institutional accounts.

The \$700m 10-year floating-rate deal for Sumitomo Bank International Finance was launched by Sumitomo Finance International paying a spread of 25 basis points over three-month Libor. On Wednesday, Sumitomo issued a \$500m fixed-rate in the US domestic market. Dealers said the market for subordinated paper of

INTERNATIONAL BONDS

European and Japanese bank names was very buoyant. During the sounding-out process before launch, Sumitomo increased the deal from its original \$500m.

Traders said the bonds had been priced to sell and were quoting the paper at its 100 issue price.

Elsewhere, there was busy issuance across several sectors. The latest Japanese equity warrant deal, a \$300m offering for Orient Corporation traded around 103 bid, a three-point premium to issue price.

Hambros' \$75m deal for GMAC Australia Finance was quoted comfortably inside fees at less 1% bid. It is thought the proceeds were swapped into Swedish kronor.

The first subordinated, guaranteed issue for a Japanese

brought by Westpac with a fat 15% coupon attracted good support from investors apparently unconcerned by the borrower's lack of credit rating from Moody's or Standard & Poor's. The bonds were trading at less 1.45 bid, against full fees of 1% points.

Late in the day, Nomura issued a \$100m fungible issue for the State Bank of South Australia. The deep-discount issue was aimed at retail investors in Japan who benefited from a tax advantage. An official said the total \$300m deal had become the largest fixed-coupon issue in the sector.

An Ecu150m five-year issue by Dresdner Finance met good retail demand and was trading comfortably inside fees, bid at the lead manager at less 1.70 bid. Proceeds were swapped into floating-rate dollars.

In Germany, where prices are around 30 pfennigs in afternoon, futures-driven trading amid reasonable turnover, SE Bank's DM200m 10-year subordinated deal via Deutsche Bank was trading around fees at less 2% bid. Traders said at that level there was reasonable demand.

In Switzerland, a SF250m deal for the Province of Nova Scotia via UBS had a similar reception, meeting good demand at around less 2% bid, a discount equivalent to full fees.

The terms were considered fair.

NEW INTERNATIONAL BOND ISSUES

Borrower	Amount m.	Coupon %	Price	Maturity	Fees	Book runner
US DOLLARS						
Sumitomo Corp Int'l Fin.(10)♦	700	2.50p	100	2000	250p	Sumitomo Financo Int'l
Orion Corp (10)♦	300	4%	100	1994	240p	Sumitomo Int'l
Swedish Nat'l Housing Fin.(10)♦	200	9 1/2	100.675	2000	17.5/14	Nomura Int'l
ASLX-CGCR IFICOF(10)♦	50	100	25/50p			Mitsubishi Fin. Int'l
AUSTRALIAN DOLLARS						
Stbt South Australia(d)♦	100	6	61	2001	21 1/4	Nomura Int'l
GMAC Australia Finance(d)♦	75	14 1/2	101.65	1994	13 1/4	Hambros
Banque Générale du Luxembourg(d)♦	50	20	101.5	1991	17 1/2	Bankers Trust Int'l
Australian Gas and Light(d)♦	50	15 1/2	101.35	1993	17 1/2	Westpac Banking Corp
ECU						
Dresdner Finance(d)♦	150	10 1/2	101.60	1995	17 1/4	Dresdner Bank
D-MARKS						
Skand. Enskilda Banken(e)♦	200	9	102	2000	21 1/2	Deutsche Bank
Swiss FRANC						
Province of Nova Scotia(e)♦	250	7	101 1/2	2000	2 1/2	UBS
AOI Advertising Prom(e)♦	30	7 1/2	100 1/2	1995	1 1/2	SBC
Kinross Housing Con.(e)♦	30	7 1/2	101	1997	1 1/2	Salama Finanz (Schweiz)
YEN						
Credit Fonciere(e)♦	250m	7 1/2	101 1/2	1995	1 1/4	Yamalachi Int'l (Europe)
Instituto de Crédito Oficiale(e)♦	200m	5.50p	100	30/30	30/30p	IBI Int'l

♦=Private placement. ♦=Floating rate notes. ♦=With equity warrants. ♦=Final terms. a) First coupon pays 250p over three-month Libor. Call at par after five years. b) Funds into \$200m bond launched in May. Price-to-offer price. Non-callable. c) Coupon pays 1.5 1/2p over 6-month Libor, thereafter 300p over 6-month Libor. Call July 1995 and every 6 months thereafter at par.

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**=Private placement. ♦=Floating rate notes. Call at par after five years. b) Funds into \$200m bond launched in May.

Steel Burrill set to pay £12m for WS Moody

By David Owen

STEEL BURRILL JONES, the Lloyd's insurance and reinsurance broker, has agreed to buy WS Moody Holdings, an insurance broking group, for about £12m.

The move will further the group's strategy, implemented in 1988, of diversifying into businesses which are not subject to the cyclical pressures of its core marine reinsurance broking operation.

The consideration is to be satisfied by the issue to the vendors of some 4.2m new ordinary SEJ shares.

The deal is conditional on Moody's disposal, prior to completion, of its US retail insurance broking operations. In the year to March 31, Moody's non-US operations earned brokerage and commission income of £8.2m.

"Although Moody has not been very profitable", in the words of Mr David Beresford-Jones, SEJ chairman, "we believe we will be able to cut its overheads significantly."

Cost-cutting efforts will

entail discontinuing the London market operations of Hinton Hill & Coles, a Lloyd's insurance broker, and relinquishing the leases of Moody's premises in the City and Leatherhead.

Upon completion, Mr William Moody, managing director, will enter into a five-year consultancy agreement with SEJ.

Under the deal, Kleinwort Benson Securities has agreed to purchase or procure vendors, on behalf of the vendors, for 2.7m of the new shares at 270p.

Moody has undertaken not to dispose of its remaining shares for one year without SEJ's consent.

Prior to the transaction, SEJ had 29.46m shares in issue. The shares dipped 3p yesterday to 281p.

Since launching its diversification initiative, SEJ has acquired H. Stephenson, a Gravesend-based insurance broker for British industrial companies, and the Devitt Group, another insurance broker, for a total of up to £26.8m.

Cost-cutting efforts will

Contracting emerges to knock back Hawker

Charles Leadbeater reports on the extensive losses forecast at one arm of a grand British company

IN A group spanning from electric motors and batteries, aerospace components and sheep shearing equipment Hawker Siddeley's power station contracting business might well have remained in relative obscurity.

The company started acting as contractor on the development of power stations in 1978 to help secure outlets for its power generation equipment such as switchgear. Through most of the 1980s it chugged along with annual turnover of about £70m, less than 10 per cent of group sales last year of £2.1bn.

It emerged from obscurity yesterday with losses forecast of between £25m and £30m this year, which will drag Hawker Siddeley's profits well below the £202m pre-tax profit for 1989.

What has gone wrong in the ill-fated contracting division? Are the problems confined to contracting or are they symptomatic of a deeper malaise within one of the grand old companies of British engineering?

For most of its life the contracting division was constrained to acting as an adjunct to the rest of Hawker Siddeley's power engineering businesses — after negligible profits in the previous four years — had slipped into a £5m loss. This was due mainly to opposition from environmentalists holding up projects.

By May the problems had

which consumed a high proportion of Hawker Siddeley products.

In 1988 the business embarked on a change of direction. It attempted to become a significant contractor in its own right, bidding for larger contracts, in which Hawker Siddeley had little other involvement.

Dramatic growth ensued. By the early months of last year contracts had been won, mainly in Britain and the US, worth about £400m, having outbid for a further clutch of contracts worth about the same amount.

But as the business grew, doubts began to emerge about whether its executives were up to the task of managing its rapid rise.

Three potential UK contracts became bogged down by delays, mainly due to uncertainty provoked by the Government's plans for electricity privatisation.

Mr Alan Watkins, the company's chief executive, expects only one of these contracts, for a power station at Corby, to be finalised this year. A contract in Pakistan has also been delayed.

However, the main problem surfaced in the US. These first appeared at the start of the year. In April, announcing results for 1989, Mr Watkins announced that the contracting business — after negligible profits in the previous four years — had slipped into a £5m loss. This was due mainly to opposition from environmentalists holding up projects.

By May the problems had

deepened so far that an executive was sent to the US to examine the eight main contracts in detail. He found that the management had been over-optimistic about costs. On some of the contracts Hawker Siddeley has become involved in protracted wrangles with sub-contractors about cost overruns. Most damaging, the main contractor on two contracts had to be sacked in mid-stream and an alternative found.

Mr Watkins said: "Basically it has been a management failure. We got into a lot of contracts without adequate contract management procedures. They lost their way."

He is confident that the business will not present the same problems in future.

Top management has been changed, with the departure of the division's managing director, Mr Brian Page. A team of consultant engineers has been brought in to tighten up contract management. After the completion of most of the US contracts later this year Hawker Siddeley will not be tendering for any other big contracts.

At the very least these troublesome operations will be scaled down. But it is possible that Hawker Siddeley will decide to pull out of business, which sits uneasily with its manufacturing activities.

That decision will be taken within the next two or three months under a wide-ranging strategic review of the entire Hawker Siddeley group, which is due to be



Alan Watkins: confident that the business will not present the same problems in the future

TRADING PROFIT BY SECTOR

	Year to December 31	1988 £m	1988 £m
Electric Motors	34.1	22.3	
Electric Power	22.2	25.9	
Instruments & Controls	29.5	29.8	
Batteries	14.6	11.9	
Aerospace	18.4	15.8	
Rail	19.2	15.7	
General Engineering	61.6	52.3	
Continuing Businesses	199.6	173.7	
Discontinued Activities	(1.2)	9.9	
Total	198.4	163.6	

completed in October.

As an indication of his thinking, Mr Watkins noted: "We have to know our

strengths and weaknesses.

The strength of Hawker Siddeley is not in contract management. Even specialists get

into choppy waters in that sort of area."

The contracting business will not be alone in delivering a poor performance this year. Profits at the general engineering division, the largest with a turnover of about £500m, are likely to fall by 10 per cent to about £55m. They have been hit by the downturn in the construction industry in Britain and Australia and the automotive industry in the US and the UK.

The deterioration in these sectors reflects poorer trading conditions rather than management mistakes. Analysts said they were confident that the troubles were confined to the contracting and were not symptomatic of deeper management inadequacies within the group.

However, the jury is still out on whether Mr Watkins can inject more focus and dynamism into Hawker Siddeley's sprawling operations.

The strategic review has been underway from the middle of last year. Many expected it to be unveiled in March. Instead the company regrouped its activities into a more comprehensible structure, to facilitate a more searching inquiry by external consultants.

Although it may be an anomaly within Hawker Siddeley's sorry tale of its contracting division will probably increase pressure on Mr Watkins to deliver a clear sense of the company's future in the autumn.

WB Industries' results restated and qualified

By Nigel Clark

DEPRESSED tin price pushes Geevor into red

Geevor ended the year to March 31 with losses of £1.43m due to the effects of depressed prices on its Cornish tin mine, which ceased production in February.

The company has decided to write down the tin mining assets, which are included in an extraordinary item of £4.06m. However, a decision has not been taken to finally close the mine, alternative schemes are being considered but much depends on the tin price.

The deficit for the last 12 months compared with profit of £10.00m in 1988-89. Turnover was up 44 per cent from £3.37m to £4.85m. After tax of £15,000 (£126,000) there was a loss per share of 6.52p, against earnings of 1.27p.

Mr Eric Grayson, chairman, said yesterday that the Costa Rica investment in a gold mine containing 210,000 troy ounces, represented a substantial asset. In Pennsylvania, coal was being mined at an average of 21,000 tonnes a month and a good year was expected.

Mr Mark Wellesley-Wood, chief executive, is to succeed Mr Grayson as chairman.

BCPF may face minority holder dissent on Globe

By Nikki Tait

GLLOBE INVESTMENT Trust, in which the British Coal Pension Funds last week acquired a controlling stake after a £1.1bn bid battle, yesterday recommended most of its shareholders to accept the offer.

But one Globe director, Mr Godfrey Chandler, made clear that he did not intend to accept on behalf of his own holding, although he fully supported the board's stance. Mr Chandler argued later that those private shareholders who faced large capital gains tax bills after accepting the bid, might decide that they could "afford the risk of remaining minority shareholders".

Mr Chandler, angry about the whole situation, stressed that any shareholder in this position should take professional advice first.

He also suggested that if BCPF started the legal process to take control of Globe, it intended to petition the court. "The courts are able to take into account the position of minority shareholders," he argued. "Although I don't know that I shall do any good."

However, BCPF and its advisers dismissed this dissenting note, pointing out that all the other directors would be accepting the offer. They said that they were "very encouraged" by the broad, unanimous recommendation.

BCPF has already made clear that it is aiming to get control of 100 per cent of Globe. It needs to get to just over 99 per cent before it can mop up all the outstanding shares.

In its letter to shareholders, Globe stressed that it felt the final offer "substantially undervalued" Globe. However, it said anyone remaining a minority shareholder would have "no guarantee as to the price he would receive or the marketability of his shares". Discounts on investment trusts with large majority shareholders tend to be abnormally large.

Globe said that the decision over whether to "accept the offer/sell for cash" option or "take the index trust/loan note alternatives" should depend on an individual investor's circumstances.

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High Low Company Price Change day (p) % P/E

242 273 Ass. Brit. Ind. Ordinary 273 0 10.3 3.8 7.4

25 19 Aranage Industries 19 0 1.2 1.2 10.2

210 135 Barlow Group (SF) 135 41 4.7 6.6 14.7

125 70 Bremill Corp. SF 70 0 4.7 6.9 11.6

110 62 Bremill Corp. Pref 62 0 11.0 13.4

316 285 CCL Group Ordinary 285 0 18.7 5.9 2.5

125 133 CCL Group Prefs 133 0 14.7 8.9

125 109 Carbo 7.5% Pref GDR 109 0 10.3 3.4 13.2

7.5 0.125 *Magnet Sp Non-Voltag B Conv 0.1 0 1.1 1.1 1.1

7.5 0.125 *Magnet Sp Non-Voltag B Conv 0.1 0 1.1 1.1 1.1

130 56 Ick Group 56 0 8.8 14.3 3.2

145 58 Jackson Group (SF) 58 0 4.3 3.6 10.2

345 245 Melksham RV Group (SF) 245 0 11.0 8.3 2.9

125 10 Robert Jenkins 10 0 11.0 9.0 9.0

467 525 Searle 525 0 11.0 12.0 12.0

178 106 United Europe Care Pref 106 0 1.87 6.0

393 225 Veterinary Drug Co. PLC 225 0 22.0 5.2 6.4

386 278 W.S. Yeats 386 0 16.2 4.2 22.2

Chrysler Financial Corporation

US\$100,000,000 Floating Rate

Notes due 1994.

Convertible Inv.

US\$100,000,000

9 1/2 c/o bonds due 1995.

For the period from July 12,

1990 to October 12, 1990 the notes will carry an interest rate of 8 1/2 per annum with an

interest amount of

US\$0.10861 per

US\$0.5,000 note and of

US\$0.1,086.11 per

US\$0.50 bond.

The relevant interest payment date will be October 12, 1990.

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With deep sorrow we announce the
passing of our esteemed founder and friend

Eric M. Warburg

July 8, 1990

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NOTES DUE JULY 1996

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Next payment date: January 11, 1991
Coupon nr: 9
Amount: USD 1,086,11

The Principal Paying Agent
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The Rank Organisation Interim Results - 1990

Profit before tax	28 weeks ending 12.5.90	28 weeks ending 13.5.89
£137.6m		£111.0m
Earnings per share	34.2p	30.4p
Ordinary dividend	10.25p	9.2p

The directors of Rank accept responsibility for the information contained in this advertisement. To the best of their knowledge and belief (having taken all reasonable care to ensure that such is the case) the information contained in the advertisement is in accordance with the facts and does not omit anything likely to affect the import of such information.



The Interim Report will be posted to shareholders in due course, and thereafter copies may be obtained from the Secretary, The Rank Organisation Plc, 6 Connaught Place, London W1 2EZ.

UK COMPANY NEWS

Logitek up 39% to £3.8m

By Alan Cane

A DETERMINED move away from product distribution into computing services paid off for Logitek in the year to March 31. Sales at the Greater Manchester-based group more than doubled to £59.58m and pre-tax profits rose 38 per cent from £2.75m to £3.83m.

The costs of rationalising acquisitions, however, held earnings growth to only 6 per cent, from 15.28p to 16.27p per share. The recommending final dividend of 2.6p makes a total of 3.9p (3.6p), up 8 per cent.

Logitek, now 11 years old, started as a distributor of

Unix-based Altos computer systems and expanded into distributing a wide range of computer products. Mr James Pickup, managing director, said the company became concerned a year ago that 90 per cent of sales were coming from distribution, but only 74 per cent of profits.

It embarked on an aggressive series of takeovers with the aim of establishing a 50-50 balance in sales between distribution and computing services. Last year it acquired the Advansys group of companies and Microtex and since the year-end has also acquired Focal

point Engineering from Tetra Computing Services and Microdrive, a computer company providing services to the newspaper and publishing industries.

Mr Pickup said the group now derived 30 per cent of sales from services, but 45 per cent of profits. The group was now made up of three divisions, distribution, services and training and end-user business.

Mr Pickup said the group performed well in a year of increased competition throughout the computer sector.



Ex-Hibs chief buys 4% of equity

By James Buxton, Scottish Correspondent

ON THE eve yesterday of the second closing date for Heart of Midlothian's £2.1m bid for rival Edinburgh football club, Edinburgh Hibernian, the latter's position appeared to be strengthened when Mr Kenny Waugh, a former chairman of Hibernian, announced he had bought 500,000 shares in the company, amounting to 4 per cent of the equity.

Mr Waugh said he supported the Hibs board's attempt to fight off the bid.

Last week, Hearts secured acceptances for 64 per cent of Hibs' equity. However, it needs to gain 75 per cent in order to pass resolutions to merge the two clubs and dispose of Hibernian's assets.

The Hibs camp yesterday saw Mr Waugh's stake, which is believed to have acquired from an institution, as consolidating its position. Rather more than 25 per cent of Hibs' shares are thought to be in hands favourable to the independent survival of the club.

Mr David Duff, chairman, is believed to have 11 per cent of Hibs' shares, while Mr Tom Farmer, chairman of Kwik-Fit, has 5.2 per cent, and Mr George Harrison has 2.3 per cent. A further 10 per cent of the equity is believed to be in the hands of Hibs supporters, opposed to independence.

Hearts' offer, which last Friday was extended for a week and expires today at 3pm.

Mr Waugh said he looked forward to seeing constructive proposals for the future of Hibs.

US losses hit Electron House

ELECTRON HOUSE, which markets and distributes computer and electronic systems and components, saw sales rise 41 per cent to a record £123.58m for the year to May 31, but because of high interest costs and problems with its associated US company, taxable profits slipped to £4.03m from £4.82m.

Mr Robert Leigh, chairman, said because of the £687,000 losses of its US company a merger of that company would

be sought. A provision of £1.3m had been made against the value of the company's remaining investment and inter-company debt, and this was shown as an extraordinary item.

In June, Electron House raised some £5.1m via a two-for-five rights issue. The proceeds have been used to reduce borrowings.

Mr Leigh added that the growth of the computer companies was expected to continue, although at a slower rate,

Ben Priest declines 3% to below £8m

BENJAMIN PRIEST, the specialist engineer, saw taxable profits fall 3 per cent from £2.19m to £2.02m in the year to end-March. Sales improved 8 per cent from £101m to £108.16m.

The core specialised components division advanced its contribution 16 per cent to

£3.53m (£3.03m) on turnover of £44.6m (£38.6m).

Marine products operating profits fell to £2.7m (£3.12m) on turnover of £26.41m (£24.6m) due to a decline in the US market affecting demand for Lewmar standard winches.

The fall in engineering services' profits to £2.1m (£2.35m)

while in the component market it was widely forecast that the demand for memory components would grow.

The year's results would also be improved by a saving in interest costs as a result of the rights issue and the exclusion of the losses from the US arm.

An unchanged final dividend of 3.1p is recommended, making a total of 5.85p (5.6p) for the year. Earnings per share worked out at 11.79p (17.35p) or 11.76p (16.14p) fully diluted.

Colorgraphic placing

By Vanessa Houlder

COLORGRAPHIC, a USM-listed printer of direct mail material, yesterday announced a £2.25m placing and open offer to help finance a planned West German acquisition.

The cash will also reduce its gearing, which stood at 55 per cent at the year end, and help it meet outstanding profit-related payments for acquisitions.

Mr Nick Winks, chairman, said the maximum payment required by these earn-out agreements was £22.7m, although he expected just 20 per cent of this to be paid.

A German acquisition would add to Colorgraphic's total of 9

companies located in the UK, the US and the Netherlands. Mr Winks said the company was moving into markets where there were few specialists in direct response.

Albert E Sharp has conditionally placed 2.64m shares at 20p each, subject to recall for the purposes of the open offer.

Colorgraphic's share price fell from 22p to 21.5p after the announcement.

Directors of Colorgraphic, who beneficially own 5.12m shares, representing 38.8 per cent of the capital, said they would not subscribe for shares in the offer, in order to increase the marketability of the shares.

NEWS DIGEST

Jones Stroud down 12% to £6.2m

JONES STROUD's profits warning made in January has been borne out with a 12 per cent decline in the year to March 31. This maker of accessories and materials for the textile and electrical industries, saw taxable profits decline from £7.1m to £6.22m on turnover up 3 per cent from £58.89m to £60.34m.

Trading profit of £5.92m compared with £6.89m and interest received fell to £307,000 (£415,000). Tax took £2.08m (£2.5m).

Last year an extraordinary credit pun in £2.14m. Earnings per share came through at 21.82p (24.28p).

As forecast, the final is maintained at 5p for an increased total of 8p (7.5p).

Nobo loses ground after difficult year

A "difficult and unpredictable trading year" was experienced by Nobo Group, the Sussex-based office and business products supplier.

In the 12 months to April 30, taxable profits amounted to £1.92m, a decline of 34 per cent on the previous year. Directors blamed the fall, incurred after interest charges of £771,000 (£346,000), on increased raw material and subsidiary integration costs.

In contrast, turnover expanded 24 per cent to £25.92m (£20.96m), with Nobo Visual Aids, the main offshoot, accounting for 60 per cent.

Earnings per 10p share emerged at 11.65p, down from 17.24p last time, but the total dividend for the year is maintained at 6.6p via a proposed final of 4.18p (4.4p).

Interest charges reduce Torex Hire

A jump from £82,000 to £205,000 in interest charges resulted in reduced profits at Torex Hire in the six months to April 30.

This USM-listed tool and small plant hirer saw taxable profits fall from £334,000 to

Flextech almost doubles to £5m

Baby Huey, Buzzy the Crow and Casper the Friendly Ghost are to play their part in the future development of Flextech, the USM-listed oil industry services company.

HIT Communications, in which Flextech acquired a 30

per cent stake at the beginning of the year, has acquired the rights to represent the animated characters throughout the world, apart from the US and Canada.

In the year to the end of

March group pre-tax profits almost doubled to £4.85m (£2.97m) continuing the trend of improving profitability seen at the interim stage.

Turbover rose 23 per cent to £15.51m (£12.53m). After tax of £2.01m (£1.52m) earnings per share worked out at 11.29p (4.75p) basic or 10.21p fully diluted.

The proposed final dividend of 1p, the first paid, compares with a forecast of 0.75p at the interim stage.

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SERIES C BONDS The Rate of Interest is 9.0375% per annum. The Interest Amount payable on 1st July, 1991 will amount to US\$233,47 per US\$1,000 in principal amount.

By: The Mitsubishi Bank, Limited
London Branch
As Agent Bank
13th July, 1990

DESK TOP PUBLISHING

The Financial Times proposes to publish this survey on:

25th July 1990

For a full editorial synopsis and advertisement details, please contact

Joanna Shacklock
on 071 873 3269

or write to her at:

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FINANCIAL TIMES
EUROPE'S BUSINESS NEWSPAPER

Interest rates
are
going higher,
shouldn't
you be getting
a side?

The Economist

Profits warnings cut into early gains

AN ERRATIC trading session saw UK equities confidently extend their recovery at first before bad news from the corporate sector cut heavily into the market's early gains. By the close, the equity market was sounding somewhat nervous ahead of the announcement today of the UK retail prices index for June with its latest evidence of inflation trends.

In early trading yesterday the investment fundamentals were again favourable with Wall Street 42 Dow points up and close to a new peak overnight, while sterling suffered another downward move.

The FT-SE Index was quickly affected by substantial falls in

Account Dealing Dates		
First Dealing:	Jul 3	Jul 23
Options Dealing:	Jul 5	Jul 10 Aug 2
Loss Dealings:	Jul 6	Jul 20 Aug 3
Accept Date:	Jul 10	Jul 30 Aug 13
Revolving dealings may take place from 4th to 20th August each year.		

FT-SE points began gradually eroded as First Rank Organisation and then Hawker Siddeley presented the market with evidence of the adverse pressures on corporate earnings of which City analysts have been warning.

The FT-SE Index was quickly affected by substantial falls in

Rank and Hawker, both of which are Index constituents. The London market was sustained at first by optimism for another strong performance from Wall Street but as London went home the Dow Average, although 9.66 up, had slipped from its earlier levels. Sterling, too, acted against the equity market, by regaining its early loss.

At the close, the day's rise on the FT-SE Index had been cut to 10 points for a final reading of 2,370.5, a turnaround of 16 points in the second half of the session. Stock volume increased slightly, to 460.6m shares from Wednesday's 449.1m, with activity concentrated in the oil

sector, which was reacting to downgradings of leading stocks by Smith New Court, the UK securities house.

Some traders are questioning the substance of the recent recovery or "bounce", as some prefer to describe it. Technical factors were again significant yesterday. The heavy falls in Rank and Hawker were accentuated by the tightness of marketmakers' trading positions; once the shares began to fall, there were very few buyers, and prices were struck lower across the broad range of the market.

"There is every sign that a purely technical rally is running out of steam," said Mr

Harrison at Salomon International.

Traders commented on the swiftness of the market's reaction to yesterday's adverse corporate news, which spanned both the consumer and the industrial fields.

Institutional buyers were believed to be in the background but their confidence has clearly been jolted by the latest evidence that there are shocks in store on the company profits front. Yesterday's announcements were seen to lend support to the substantial downward revisions by London-based securities analysts of corporate earnings forecasts across the broad range of the UK stockmarket.

But a gain of nearly 26

clear of Rank.

"The stock is fully valued and will go nowhere in the short term," said one. "This was a surprise," said another, "and the market does not like surprises."

Gas/BP switch

There was substantial under-performance against the wider market by shares of British Gas, a number of leading broking houses adopted a more cautious stance on the stock, citing the recent gains for Gas and the oil majors.

The Kleinwort Benson oil and gas team downgraded Gas from "buy" to "hold." Kleinwort's Mr Philip Lambert said Gas's 10 per cent outperformance of the majors over the past three months and expectations of a fresh bout of regulatory and political jitters in coming months - the so-called McKinnon/Kinnock factor provides a great switching opportunity out of Gas and into BP." Mr McKinnon is chairman of OFGAS, the UK regulatory body for the gas industry. Mr Kinnock is leader of the British Labour Party.

Kleinwort expects Brent crude to move back up to the \$20 a barrel mark by the end of this year. "Opec members can no longer bear the pain of crude oil around \$14 a barrel," said Mr Lambert.

Another bearish scenario for Gas came from Daiwa Securities. Mr David Stedman at Daiwa is concerned about the possible impact on Gas from the electricity privatisation.

"Water was a giveaway; we suspect the Government may not be so generous with electricity," said Mr Stedman.

The Daiwa analyst is also concerned about Gas's global gas ambitions and the impact of high UK interest rates on new connections in the domestic sector.

More importantly, he highlights the fact that the British Gas share price, in both dollar and yen terms, is at an all-time high. "The strength of sterling may prompt increasing levels of overseas selling of Gas," said Mr Stedman. Gas shares settled 2/2 at 223/4p on turnover of 7.8m shares, while BP rose 7/2 to 326p on turnover of 16m.

The gentle retreat of sterling helped international stocks once more. ICI climbed 2/2 to 117/2p, additionally helped by a press report that it might sell

its 10 per cent stake in the

pean Vinyl SmithKline Beecham rose 11 to 556p and Unilever added 5 at 650p. Fisons continued to benefit from buy recommendations from one broker and closed 11/2% to the good at 378/4p.

Siebe suffered on two counts: first from the Hawker Siddeley backlash - the companies have some similar businesses

and second from worries that the buoyancy of sterling was making the proposed acquisition of Foxboro by the US too expensive. Siebe shares ended 25 down at 468p.

British Aerospace moved higher initially, helped by favourable recommendations from Nomura Research and Kleinwort Benson, but slipped back on reports that the European Commission was again examining the group's take-over of Rover, especially the tax concessions granted by the UK Government. The shares rose to 545p before settling 3 easier on the day at 537p.

Rolls-Royce failed in an early attempt to equal the 1990 high point and then back-tracked to end 4 lower on balance at 223p, after a steep fall triggered by a large agency broker. Grand Met closed at 637p, down 13 in busy turnover of 3.9m shares.

Brewery stocks suffered a reversal, losing the gains made on Wednesday. Grand Metropolitan led the sector lower as traders said an overnight seller in New York left a large surplus of the stock in London. They said a block of 1.1m Grand Met shares was placed yesterday at 647p by a large agency broker. Grand Met closed at 637p, down 13 in busy turnover of 3.9m shares.

The best performer of the day among brewers was USM-quoted Fuller Smith & Turner. The shares rose again on consideration of the company's purchase on Monday of 44 pubs from Allied Lyons for £2m, and finished at 415p, up 20 on the day and 40 over two days.

Annual meeting statements from Marks and Spencer and Storehouse helped their shares make useful gains. Outgoing M&S chairman Lord Rayner said he was not expecting current year profits to be disappointing. He said improved warehouse and distribution management systems had helped the company cope with the present difficult trading conditions. M&S rose 5 at one point and closed 2% to the good at 234p on busy turnover of 5.3m shares.

Mr Ian Hay Davison, the Storehouse chairman, said that sales were "usefully ahead of last year on a comparable basis." He expressed optimism for the full year figures. Storehouse added 3 at 129p. A steady 1m shares changed hands.

J Sainsbury was one of the best performers in the FT-SE 100 index as the sector analyst

at UBS Phillips & Drew recommended buying the stock. The shares were 7 better at one point and closed at 291p, a net rise of 6.

In the chemicals sector, Amersham International fell 14 to 316p as Mr James Culverwell of Hoare Govett cut his forecast for current year profits from £24m to £22m. The company has not been hedging and will take sterling's strength on the nose," he said.

The shares are still overvalued.

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Consequently, the US houses were prominent among the big buyers of oil stocks in London at the outset of trading.

Shell was heavily supported

and moved up 11 to 406p for a two-day gain of 21 - on turnover of 2.2m shares.

Enterprise Oil mirrored the improved mood in the oil sector, advancing 13 to 648p, albeit in thin trading, while Lasmo added 10 at 405p on 1.1m.

AVIVA continued to suffer from the impact of the disappointing drilling results from Colombia and settled a further 4% at 24 1/2p.

The poor results and cautious comment from Rank Organisation cast a pall over the leisure sector. Ladbrokes shed 4 to 317p, Mecca lost 5 to 80p and Brent Walker was down 16 at one point. The latter recovered a little, however, when Birdcage Walk, a company controlled by Mr George Walker, the chairman and

remained weak and ended 8 off at 340p.

Roper, which recently filled its coffers through the sale of subsidiary Hazelock, attracted persistent support and the "A" stock rose 8 to 129p. County NatWest told clients recently that Roper's rating "was undemanding." Creighton Natural Resources responded to further buying in a restricted market and the shares rose 20 to 145p.

Slightly more enthusiasm was shown for leading properties, and Land Securities moved up 5 to 525p. There was also fresh interest in Speyhawk, up 16 at 250p, and in Connells Estate Agents, which rose 24 to 149p; both stocks were subject to speculation of takeover bids. Danbury recovered 9 to 125p.

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MOTORS, AIRCRAFT TRADES
Contd

1990	High	Low	Stock	Price	+ or -	No.	CV	Yield	P/E
1990	High	Low	Stock	Price	+ or -	No.	CV	Yield	P/E
420	420	420	420	420	0	420	420	420	420
421	421	421	421	421	0	421	421	421	421
422	422	422	422	422	0	422	422	422	422
423	423	423	423	423	0	423	423	423	423
424	424	424	424	424	0	424	424	424	424
425	425	425	425	425	0	425	425	425	425
426	426	426	426	426	0	426	426	426	426
427	427	427	427	427	0	427	427	427	427
428	428	428	428	428	0	428	428	428	428
429	429	429	429	429	0	429	429	429	429
430	430	430	430	430	0	430	430	430	430
431	431	431	431	431	0	431	431	431	431
432	432	432	432	432	0	432	432	432	432
433	433	433	433	433	0	433	433	433	433
434	434	434	434	434	0	434	434	434	434
435	435	435	435	435	0	435	435	435	435
436	436	436	436	436	0	436	436	436	436
437	437	437	437	437	0	437	437	437	437
438	438	438	438	438	0	438	438	438	438
439	439	439	439	439	0	439	439	439	439
440	440	440	440	440	0	440	440	440	440
441	441	441	441	441	0	441	441	441	441
442	442	442	442	442	0	442	442	442	442
443	443	443	443	443	0	443	443	443	443
444	444	444	444	444	0	444	444	444	444
445	445	445	445	445	0	445	445	445	445
446	446	446	446	446	0	446	446	446	446
447	447	447	447	447	0	447	447	447	447
448	448	448	448	448	0	448	448	448	448
449	449	449	449	449	0	449	449	449	449
450	450	450	450	450	0	450	450	450	450
451	451	451	451	451	0	451	451	451	451
452	452	452	452	452	0	452	452	452	452
453	453	453	453	453	0	453	453	453	453
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461	461	461	461	461	0	461	461	461	461
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463	463	463	463	463	0	463	463	463	463
464	464	464	464	464	0	464	464	464	464
465	465	465	465	465	0	465	465	465	465
466	466	466	466	466	0	466	466	466	466
467	467	467	467	467	0	467	467	467	467
468	468	468	468	468	0	468	468	468	468
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472	472	472	472	472	0	472	472	472	472
473	473	473	473	473	0	473	473	473	473
474	474	474	474	474	0	474	474	474	474
475	475	475	475	475	0	475	475	475	475
476	476	476	476	476	0	476	476	476	476
477	477	477	477	477	0	477	477	477	477
478	478	478	478	478	0	478	478	478	478
479	479	479	479	479	0	479	479	479	479
480	480	480	480	480	0	480	480	480	480
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482	482	482	482	482	0	482	482	482	482
483	483	483	483	483	0	483	483	483	483
484	484	484	484	484	0	484	484	484	484
485	485	485	485	485	0	485	485	485	485
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487	487	487	487	487	0	487	487	487	487
488	488	488	488	488	0	488	488	488	488
489	489	489	489	489	0	489	489	489	489
490	490	490	490	490	0	490	490	490	490
491	491	491	491	491	0	491	491	491	491
492	492	492	492	492	0	492	492	492	492
493	493	493	493	493	0	493	493	493	493
494	494	494	494	494	0	494	494	494	494
495	495	495	495	495	0	495	495	495	495
496	496	496	496	496	0	496	496	496	496
497	497	497	497	497	0	497	497	497	497
498	498	498	498	498	0	498	498	498	498
499	499	499	499	499	0	499	499	499	499
500	500	500	500	500	0	500	500	500	500
501	501	501	501	501	0	501	501	501	501
502	502	502	502	502	0	502	502	502	502
503	503	503	503	503	0	503	503	503	503
504	504	504	504	504	0	504	504	504	504
505	505	505	505	505	0	505	505	505	505

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SI	Fund	Offer + or -	Yield	SI	Fund	Offer + or -	Yield	SI	Fund	Offer + or -	Yield	SI	Fund	Offer + or -	Yield	SI	Fund	Offer + or -	Yield	SI	Fund	Offer + or -	Yield
1	Peerless Assurance (Unit Trusts) Ltd	0.00	0.00	2	Prudential Assurance Co	0.00	0.00	3	Scotia Life Assurance Co Ltd - Contd.	0.00	0.00	4	CMBI Investments Co Ltd	0.00	0.00	5	Greford Invest Managers Ltd	0.00	0.00	6	FTI	0.00	0.00
7	Peerless Assurance (Unit Trusts) Ltd	0.00	0.00	8	Prudential Assurance Co Ltd	0.00	0.00	9	Scotia Life Assurance Co Ltd - Contd.	0.00	0.00	10	The Analysis Group PLC	0.00	0.00	11	Greford Invest Managers Ltd	0.00	0.00	12	FTI	0.00	0.00
13	Peerless Assurance (Unit Trusts) Ltd	0.00	0.00	14	Prudential Investors Ltd	0.00	0.00	15	Scotia Life Assurance Co Ltd - Contd.	0.00	0.00	16	FTI	0.00	0.00	17	FTI	0.00	0.00	18	FTI	0.00	0.00
19	Peerless Assurance (Unit Trusts) Ltd	0.00	0.00	20	Prudential Investors Ltd	0.00	0.00	21	Scotia Life Assurance Co Ltd - Contd.	0.00	0.00	22	FTI	0.00	0.00	23	FTI	0.00	0.00	24	FTI	0.00	0.00
25	Peerless Assurance (Unit Trusts) Ltd	0.00	0.00	26	Prudential Investors Ltd	0.00	0.00	27	Scotia Life Assurance Co Ltd - Contd.	0.00	0.00	28	FTI	0.00	0.00	29	FTI	0.00	0.00	30	FTI	0.00	0.00
31	Peerless Assurance (Unit Trusts) Ltd	0.00	0.00	32	Prudential Investors Ltd	0.00	0.00	33	Scotia Life Assurance Co Ltd - Contd.	0.00	0.00	34	FTI	0.00	0.00	35	FTI	0.00	0.00	36	FTI	0.00	0.00
37	Peerless Assurance (Unit Trusts) Ltd	0.00	0.00	38	Prudential Investors Ltd	0.00	0.00	39	Scotia Life Assurance Co Ltd - Contd.	0.00	0.00	40	FTI	0.00	0.00	41	FTI	0.00	0.00	42	FTI	0.00	0.00
43	Peerless Assurance (Unit Trusts) Ltd	0.00	0.00	44	Prudential Investors Ltd	0.00	0.00	45	Scotia Life Assurance Co Ltd - Contd.	0.00	0.00	46	FTI	0.00	0.00	47	FTI	0.00	0.00	48	FTI	0.00	0.00
49	Peerless Assurance (Unit Trusts) Ltd	0.00	0.00	50	Prudential Investors Ltd	0.00	0.00	51	Scotia Life Assurance Co Ltd - Contd.	0.00	0.00	52	FTI	0.00	0.00	53	FTI	0.00	0.00	54	FTI	0.00	0.00
55	Peerless Assurance (Unit Trusts) Ltd	0.00	0.00	56	Prudential Investors Ltd	0.00	0.00	57	Scotia Life Assurance Co Ltd - Contd.	0.00	0.00	58	FTI	0.00	0.00	59	FTI	0.00	0.00	60	FTI	0.00	0.00
61	Peerless Assurance (Unit Trusts) Ltd	0.00	0.00	62	Prudential Investors Ltd	0.00	0.00	63	Scotia Life Assurance Co Ltd - Contd.	0.00	0.00	64	FTI	0.00	0.00	65	FTI	0.00	0.00	66	FTI	0.00	0.00
67	Peerless Assurance (Unit Trusts) Ltd	0.00	0.00	68	Prudential Investors Ltd	0.00	0.00	69	Scotia Life Assurance Co Ltd - Contd.	0.00	0.00	70	FTI	0.00	0.00	71	FTI	0.00	0.00	72	FTI	0.00	0.00
73	Peerless Assurance (Unit Trusts) Ltd	0.00	0.00	74	Prudential Investors Ltd	0.00	0.00	75	Scotia Life Assurance Co Ltd - Contd.	0.00	0.00	76	FTI	0.00	0.00	77	FTI	0.00	0.00	78	FTI	0.00	0.00
79	Peerless Assurance (Unit Trusts) Ltd	0.00	0.00	80	Prudential Investors Ltd	0.00	0.00	81	Scotia Life Assurance Co Ltd - Contd.	0.00	0.00	82	FTI	0.00	0.00	83	FTI	0.00	0.00	84	FTI	0.00	0.00
85	Peerless Assurance (Unit Trusts) Ltd	0.00	0.00	86	Prudential Investors Ltd	0.00	0.00	87	Scotia Life Assurance Co Ltd - Contd.	0.00	0.00	88	FTI	0.00	0.00	89	FTI	0.00	0.00	90	FTI	0.00	0.00
91	Peerless Assurance (Unit Trusts) Ltd	0.00	0.00	92	Prudential Investors Ltd	0.00	0.00	93	Scotia Life Assurance Co Ltd - Contd.	0.00	0.00	94	FTI	0.00	0.00	95	FTI	0.00	0.00	96	FTI	0.00	0.00
97	Peerless Assurance (Unit Trusts) Ltd	0.00	0.00	98	Prudential Investors Ltd	0.00	0.00	99	Scotia Life Assurance Co Ltd - Contd.	0.00	0.00	100	FTI	0.00	0.00	101	FTI	0.00	0.00	102	FTI	0.00	0.00
103	Peerless Assurance (Unit Trusts) Ltd	0.00	0.00	104	Prudential Investors Ltd	0.00	0.00	105	Scotia Life Assurance Co Ltd - Contd.	0.00	0.00	106	FTI	0.00	0.00	107	FTI	0.00	0.00	108	FTI	0.00	0.00
109	Peerless Assurance (Unit Trusts) Ltd	0.00	0.00	110	Prudential Investors Ltd	0.00	0.00	111	Scotia Life Assurance Co Ltd - Contd.	0.00	0.00	112	FTI	0.00	0.00	113	FTI	0.00	0.00	114	FTI	0.00	0.00
115	Peerless Assurance (Unit Trusts) Ltd	0.00	0.00	116	Prudential Investors Ltd	0.00	0.00	117	Scotia Life Assurance Co Ltd - Contd.	0.00	0.00	118	FTI	0.00	0.00	119	FTI	0.00	0.00	120	FTI	0.00	0.00
121	Peerless Assurance (Unit Trusts) Ltd	0.00	0.00	122	Prudential Investors Ltd	0.00	0.00	123	Scotia Life Assurance Co Ltd - Contd.	0.00	0.00	124	FTI	0.00	0.00	125	FTI	0.00	0.00	126	FTI	0.00	0.00
127	Peerless Assurance (Unit Trusts) Ltd	0.00	0.00	128	Prudential Investors Ltd	0.00	0.00	129	Scotia Life Assurance Co Ltd - Contd.	0.00	0.00	130	FTI	0.00	0.00	131	FTI	0.00	0.00	132	FTI	0.00	0.00
133	Peerless Assurance (Unit Trusts) Ltd	0.00	0.00	134	Prudential Investors Ltd	0.00	0.00	135	Scotia Life Assurance Co Ltd - Contd.	0.00	0.00	136	FTI	0.00	0.00	137	FTI	0.00	0.00	138	FTI	0.00	0.00
139	Peerless Assurance (Unit Trusts) Ltd	0.00	0.00	140	Prudential Investors Ltd	0.00	0.00	141	Scotia Life Assurance Co Ltd - Contd.	0.00	0.00	142	FTI	0.00	0.00	143	FTI	0.00	0.00	144	FTI	0.00	0.00
145	Peerless Assurance (Unit Trusts) Ltd	0.00	0.00	146	Prudential Investors Ltd	0.00	0.00	147	Scotia Life Assurance Co Ltd - Contd.	0.00	0.00	148	FTI	0.00	0.00	149	FTI	0.00	0.00	150	FTI	0.00	0.00
151	Peerless Assurance (Unit Trusts) Ltd	0.00	0.00	152	Prudential Investors Ltd	0.00	0.00	153	Scotia Life Assurance Co Ltd - Contd.	0.00	0.00	154	FTI	0.00	0.00	155	FTI	0.00	0.00	156	FTI	0.00	0.00
157	Peerless Assurance (Unit Trusts) Ltd	0.00	0.00	158	Prudential Investors Ltd	0.00	0.00	159	Scotia Life Assurance Co Ltd - Contd.	0.00	0.00	160	FTI	0.00	0.00	161	FTI	0.00	0.00	162	FTI	0.00	0.00
163	Peerless Assurance (Unit Trusts) Ltd	0.00	0.00	164	Prudential Investors Ltd	0.00	0.00	165	Scotia Life Assurance Co Ltd - Contd.	0.00	0.00	166	FTI	0.00	0.00	167	FTI	0.00	0.00	168	FTI	0.00	0.00
169	Peerless Assurance (Unit Trusts) Ltd	0.00	0.00	170	Prudential Investors Ltd	0.00	0.00	171	Scotia Life Assurance Co Ltd - Contd.	0.00	0.00	172	FTI	0.00	0.00	173	FTI	0.00	0.00	174	FTI	0.00	0.00
175	Peerless Assurance (Unit Trusts) Ltd	0.00	0.00	176	Prudential Investors Ltd	0.00	0.00	177	Scotia Life Assurance Co Ltd - Contd.	0.00	0.00	178	FTI	0.00	0.00	179	FTI	0.00	0.00	180	FTI	0.00	0.00
181	Peerless Assurance (Unit Trusts) Ltd	0.00	0.00	182	Prudential Investors Ltd	0.00	0.00	183	Scotia Life Assurance Co Ltd - Contd.	0.00	0.00	184	FTI	0.00	0.00	185	FTI	0.00	0.00	186	FTI	0.00	0.00
187	Peerless Assurance (Unit Trusts) Ltd	0.00	0.00	188	Prudential Investors Ltd	0.00	0.00	189	Scotia Life Assurance Co Ltd - Contd.	0.00	0.00	190	FTI	0.00	0.00	191	FTI	0.00	0.00	192	FTI	0.00	0.00
193	Peerless Assurance (Unit Trusts) Ltd	0.00	0.00	194	Prudential Investors Ltd	0.00	0.00	195															

NEW YORK STOCK EXCHANGE COMPOSITE PRICES

3pm prices July 12

Continued on page 16

NYSE COMPOSITE PRICES

12 Month **97.50**
High Low Stock - Div. Yld. E 1000 High Low
Continued from previous Page

12 Month												12 Month													
High	Low	Stock	Div.	Yld.	%	100s	High	Low	Close	Prev.	Quote	High	Low	Stock	Div.	Yld.	%	100s	High	Low	Close	Prev.	Quote		
Continued from previous Page																									
147	94	Robot	25	122	150	104	104	104	104	104	104	171	171	Satellite	10	609	147	147	147	147	147	147	147	147	
224	175	Reich	1.66	8.2	10	227	194	194	194	194	194	194	194	194	Spacel	18	794	147	147	147	147	147	147	147	147
451	285	Reich	1.66	42.8	10	1451	304	311	347	347	347	347	347	347	347	347	347	347	347	347	347	347	347	347	
176	76	RecrCr	1.68	10	16	223	184	184	184	184	184	184	184	184	RecrCr	30	217	41	172	173	173	173	173	173	
384	194	RecrCr	0.6	3.1	11	471	222	222	222	222	222	222	222	222	RecrCr	30	217	402	375	375	375	375	375	375	
75	53	Redfin	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	Redfin	14	1236	174	174	174	174	174	174	174	
372	264	Refined	1.26	3.5	13	286	345	345	345	345	345	345	345	345	Refined	1	-	-	-	-	-	-	-	-	
323	185	Refined	0.8	6	120	142	142	142	142	142	142	142	142	Refined	17	125	21	20	20	20	20	20	20		
204	153	Refined	1.36	20.3	23.0	223	8	8	8	8	8	8	8	8	Refined	19	100	600	50	50	50	50	50	50	
704	37	Refin	0.49	1.1	1.6	772	676	703	773	773	773	773	773	773	Refin	12	413	7	388	94	94	94	94	94	94
611	61	Refin	0.49	1.1	1.6	772	676	703	773	773	773	773	773	Refin	40	147	107	107	107	107	107	107	107		
144	72	Refon	4.67	13	13	13	124	12	12	12	12	12	12	12	Refon	20	28	7	7	7	7	7	7		
205	21	Refon	0.24	2.4	2.5	76	221	221	221	221	221	221	221	Refon	14	110	126	126	126	126	126	126	126		
794	53	Reford	3.60	4.9	12	302	762	762	762	762	762	762	762	Reford	1.7	36	12	876	474	474	474	474	474	474	
81	81	Reford	2.5	2.5	2	92	85	85	85	85	85	85	85	Reford	1.2	7	7	7	7	7	7	7	7	7	
62	31	Reford	0.92	1.2	1.2	1.2	42	42	42	42	42	42	42	Reford	1.4	10	10	10	10	10	10	10	10		
15	15	Reford	0.2	2.1	2.1	17	17	17	17	17	17	17	17	Reford	1.4	10	10	10	10	10	10	10	10		
204	20	Reford	1.15	1.15	1.15	206	206	206	206	206	206	206	206	Reford	1.1	10	10	10	10	10	10	10	10		
312	175	Rhyder	0.69	2.6	63	172	214	214	214	214	214	214	214	Rhyder	1.7	18	11	11	11	11	11	11	11		
201	154	Rhyder	0.50	3.9	14	73	73	73	73	73	73	73	73	Rhyder	1.7	18	11	11	11	11	11	11	11		
254	21	Rhyder	0.23	2.6	2.6	206	206	206	206	206	206	206	206	Rhyder	1.7	18	11	11	11	11	11	11	11		
94	81	Rhyder	0.15	1.5	1.5	104	104	104	104	104	104	104	104	Rhyder	1.7	18	11	11	11	11	11	11	11		
305	25	Rhyder	0.15	1.5	1.5	104	104	104	104	104	104	104	104	Rhyder	1.7	18	11	11	11	11	11	11	11		
81	81	Rhyder	0.15	1.5	1.5	104	104	104	104	104	104	104	104	Rhyder	1.7	18	11	11	11	11	11	11	11		
109	81	Rhyder	0.15	1.5	1.5	104	104	104	104	104	104	104	104	Rhyder	1.7	18	11	11	11	11	11	11	11		
5	5	Rhyder	0.15	1.5	1.5	104	104	104	104	104	104	104	104	Rhyder	1.7	18	11	11	11	11	11	11	11		
41	341	SGCOP	2.64	7.1	10	487	375	375	375	375	375	375	375	SGCOP	1.5	37	37	37	37	37	37	37	37	37	
145	81	SGCOP	2.0	19.3	19	10	10	10	10	10	10	10	10	SGCOP	1.5	37	37	37	37	37	37	37	37	37	
384	301	SGCOP	1.26	3.5	15	151	365	365	365	365	365	365	365	SGCOP	1.5	37	37	37	37	37	37	37	37	37	
365	224	SGCOP	1	3.5	6	108	208	208	208	208	208	208	208	SGCOP	1.5	37	37	37	37	37	37	37	37	37	
174	4	SGCOP	1.11	11	11	202	47	47	47	47	47	47	47	SGCOP	1.5	37	37	37	37	37	37	37	37	37	
145	105	SGCOP	1.04	13	13	202	202	202	202	202	202	202	202	SGCOP	1.5	37	37	37	37	37	37	37	37	37	
145	45	SGCOP	1.15	14	14	477	111	111	111	111	111	111	111	SGCOP	1.5	37	37	37	37	37	37	37	37	37	
17	125	SGCOP	1.25	12	12	12	12	12	12	12	12	12	12	SGCOP	1.5	37	37	37	37	37	37	37	37	37	
42	275	SGCOP	1.04	10	10	10	10	10	10	10	10	10	10	SGCOP	1.5	37	37	37	37	37	37	37	37	37	
105	115	SGCOP	1.04	10	10	10	10	10	10	10	10	10	10	SGCOP	1.5	37	37	37	37	37	37	37	37	37	
42	275	SGCOP	1.04	10	10	10	10	10	10	10	10	10	10	SGCOP	1.5	37	37	37	37	37	37	37	37	37	
174	45	SGCOP	1.04	10	10	10	10	10	10	10	10	10	10	SGCOP	1.5	37	37	37	37	37	37	37	37	37	
145	45	SGCOP	1.04	10	10	10	10	10	10	10	10	10	10	SGCOP	1.5	37	37	37	37	37	37	37	37	37	
174	45	SGCOP	1.04	10	10	10	10	10	10	10	10	10	10	SGCOP	1.5	37	37	37	37	37	37	37	37	37	
145	45	SGCOP	1.04	10	10	10	10	10	10	10	10	10	10	SGCOP	1.5	37	37	37	37	37	37	37	37	37	
174	45	SGCOP	1.04	10	10	10	10	10	10	10	10	10	10	SGCOP	1.5	37	37	37	37	37	37	37	37	37	
145	45	SGCOP	1.04	10	10	10	10	10	10	10	10	10	10	SGCOP	1.5	37	37	37	37	37	37	37	37	37	
174	45	SGCOP	1.04	10	10	10	10	10	10	10	10	10	10	SGCOP	1.5	37	37	37	37	37	37	37	37	37	
145	45	SGCOP	1.04	10	10	10	10	10	10	10	10	10	10	SGCOP	1.5	37	37	37	37	37	37	37	37	37	
174	45	SGCOP	1.04	10	10	10	10	10	10	10	10	10	10	SGCOP	1.5	37	37	37	37	37	37	37	37	37	
145	45	SGCOP	1.04	10	10	10	10	10	10	10	10	10	10	SGCOP	1.5	37	37	37	37	37	37	37	37	37	
174	45	SGCOP	1.04	10	10	10	10	10	10	10	10	10	10	SGCOP	1.5	37	37	37	37	37	37	37	37	37	
145	45	SGCOP	1.04	10	10	10	10	10	10	10	10	10	10	SGCOP	1.5	37	37	37	37	37	37	37	37	37	
174	45	SGCOP	1.04	10	10	10	10	10	10	10	10	10	10	SGCOP	1.5	37	37	37	37	37	37	37	37	37	
145	45	SGCOP	1.04	10	10	10	10	10	10	10	10	10	10	SGCOP	1.5	37	37	37	37	37	37	37	37	37	
174	45	SGCOP	1.04	10	10	10	10	10	10	10	10	10	10	SGCOP	1.5	37	37	37	37	37	37	37	37	37	
145	45	SGCOP	1.04	10	10	10	10	10	10	10	10	10	10	SGCOP	1.5	37	37	37	37	37	37	37	37	37	
174	45	SGCOP	1.04	10	10	10	10	10	10	10	10	10	10	SGCOP	1.5	37	37	37	37	37	37	37	37	37	
145	45	SGCOP	1.04	10	10	10	10	10	10	10	10	10	10	SGCOP	1.5	37	37	37	37	37	37	37	37	37	
174	45	SGCOP	1.04	10	10	10	10	10	10	10	10	10	10	SGCOP	1.5	37	37	37	37	37	37	37	37	37	
145	45	SGCOP	1.04	10	10	10	10	10	10	10	10	10	10	SGCOP	1.5	37	37	37	37	37	37	37	37	37	
174	45	SGCOP	1.04	10	10	10	10	10	1																

Sales figures are unofficial. Previous highs and lows reflect the previous 52 weeks plus the current week, but not the latest trading day. Where a split or stock dividend amounting to 25 percent or more has been paid, the year's high-only range and dividend are shown for the new stock only. Unless otherwise noted, rates of dividend are annual disbursements based on the latest declaration.

a-dividend also ex-rights, b-annual rate of dividend plus stock dividend, c-liquidating dividend, d-called, d-new yearly low, d-dividend declared or paid in preceding 12 months, g-dividend in Canadian funds, subject to 15% non-residence tax, l-dividend declared after split-up or stock dividend, l-dividend paid this year, omitted, deferred, or no action taken at latest dividend meeting, k-dividend declared or paid this year, an accumulative issue with dividends in arrears, n-new issue in the past 52 weeks. The high-low range begins with the start of trading, d-next day delivery, P/E price-earnings ratio, r-dividend declared or paid in preceding 12 months, plus stock dividend, stock split. Dividends begin with date of split, s-ais-sales, dividend paid in stock in preceding 12 months, estimated cash value on ex-dividend or ex-distribution date, u-new yearly high, trading halted, w-in bankruptcy or receivership or being organised under the Bankruptcy Act, or securities assumed by such companies, wd-distributed, wl-when issued, ww-with warrants, x-ex-dividend or ex-rights, xdis-ex-distribution, xew-without warrants, y-ex-dividend and sales inimit, yid-yield, sales in full.

NASDAQ NATIONAL MARKET

2pm prices July 12

Stock	Sales	Div.	High	Low	Last	Chng	Stock	Sales	Div.	High	Low	Last	Chng	Stock	Sales	Div.	High	Low	Last	Chng	Stock	Sales	Div.	High	Low	Last	Chng
AIW Bd	1000	27	90	33	12	-2	AlinFr	1000	38	4	11	10	-1	AlinFr	1000	10	20	12	12	-1	AlinFr	1000	68	16	110	24	-4
ACC Cp	16	27	98	13	12	-1	Alit	1000	29	29	10	10	-1	Alit	1000	10	17	32	12	-1	Alit	1000	10	17	32	12	-1
ADC	15	23	24	21	21	-1	Alit	1000	4	15	10	9	-1	Alit	1000	16	13	30	20	-1	Alit	1000	10	17	32	12	-1
ADT	1	10	115	31	30	-1	Alit	1000	4	15	10	9	-1	Alit	1000	16	13	30	20	-1	Alit	1000	10	17	32	12	-1
ASH	10	28	30	19	19	-1	Alit	1000	10	15	10	9	-1	Alit	1000	16	13	30	20	-1	Alit	1000	10	17	32	12	-1
AST	26	2345	26	25	25	-1	Alit	1000	10	15	10	9	-1	Alit	1000	16	13	30	20	-1	Alit	1000	10	17	32	12	-1
Adlare s	8	18	143	13	12	-1	Alit	1000	10	15	10	9	-1	Alit	1000	16	13	30	20	-1	Alit	1000	10	17	32	12	-1
AcmeSt	8	8	24	17	16	-1	Alit	1000	10	15	10	9	-1	Alit	1000	16	13	30	20	-1	Alit	1000	10	17	32	12	-1
ActAff	17	79	74	62	62	-1	Alit	1000	10	15	10	9	-1	Alit	1000	16	13	30	20	-1	Alit	1000	10	17	32	12	-1
Actuon	17	41	20	20	20	-1	Alit	1000	10	15	10	9	-1	Alit	1000	16	13	30	20	-1	Alit	1000	10	17	32	12	-1
AdadL	94	5	2485	5	10	-1	Alit	1000	10	15	10	9	-1	Alit	1000	16	13	30	20	-1	Alit	1000	10	17	32	12	-1
Adapt	15	138	22	21	21	-1	Alit	1000	10	15	10	9	-1	Alit	1000	16	13	30	20	-1	Alit	1000	10	17	32	12	-1
Ading	1	3	315	20	19	-1	Alit	1000	10	15	10	9	-1	Alit	1000	16	13	30	20	-1	Alit	1000	10	17	32	12	-1
AdisGr	16	13	153	21	21	-1	Alit	1000	10	15	10	9	-1	Alit	1000	16	13	30	20	-1	Alit	1000	10	17	32	12	-1
Adobes	24	22	510	38	32	-1	Alit	1000	10	15	10	9	-1	Alit	1000	16	13	30	20	-1	Alit	1000	10	17	32	12	-1
AdCur a	6	484	10	10	10	-1	Alit	1000	10	15	10	9	-1	Alit	1000	16	13	30	20	-1	Alit	1000	10	17	32	12	-1
AdlSv	13	13	54	54	54	-1	Alit	1000	10	15	10	9	-1	Alit	1000	16	13	30	20	-1	Alit	1000	10	17	32	12	-1
AdPdy	318	8	8	8	8	-1	Alit	1000	10	15	10	9	-1	Alit	1000	16	13	30	20	-1	Alit	1000	10	17	32	12	-1
AdTel	18	419	20	20	20	-1	Alit	1000	10	15	10	9	-1	Alit	1000	16	13	30	20	-1	Alit	1000	10	17	32	12	-1
AdVid	10	8	205	15	15	-1	Alit	1000	10	15	10	9	-1	Alit	1000	16	13	30	20	-1	Alit	1000	10	17	32	12	-1
AdxSy	2,600	6	6	71	71	-1	Alit	1000	10	15	10	9	-1	Alit	1000	16	13	30	20	-1	Alit	1000	10	17	32	12	-1
Aeron	39	39	44	44	44	-1	Alit	1000	10	15	10	9	-1	Alit	1000	16	13	30	20	-1	Alit	1000	10	17	32	12	-1
Alban	21	20	37	32	32	-1	Alit	1000	10	15	10	9	-1	Alit	1000	16	13	30	20	-1	Alit	1000	10	17	32	12	-1
Alcynt	621	21	20	33	33	-1	Alit	1000	10	15	10	9	-1	Alit	1000	16	13	30	20	-1	Alit	1000	10	17	32	12	-1
Algo	8	205	15	15	15	-1	Alit	1000	10	15	10	9	-1	Alit	1000	16	13	30	20	-1	Alit	1000	10	17	32	12	-1
Alit	16	11	10	6	6	-1	Alit	1000	10	15	10	9	-1	Alit	1000	16	13	30	20	-1	Alit	1000	10	17	32	12	-1
Alit	1	1	1	1	1	-1	Alit	1000	10	15	10	9	-1	Alit	1000	16	13	30	20	-1	Alit	1000	10	17	32	12	-1
Alit	1	1	1	1	1	-1	Alit	1000	10	15	10	9	-1	Alit	1000	16	13	30	20	-1	Alit	1000	10	17	32	12	-1
Alit	1	1	1	1	1	-1	Alit	1000	10	15	10	9	-1	Alit	1000	16	13	30	20	-1	Alit	1000	10	17	32	12	-1
Alit	1	1	1	1	1	-1	Alit	1000	10	15	10	9	-1	Alit	1000	16	13	30	20	-1	Alit	1000	10	17	32	12	-1
Alit	1	1	1	1	1	-1	Alit	1000	10	15	10	9	-1	Alit	1000	16	13	30	20	-1	Alit	1000	10	17	32	12	-1
Alit	1	1	1	1	1	-1	Alit	1000	10	15	10	9	-1	Alit	1000	16	13	30	20	-1	Alit	1000	10	17	32	12	-1
Alit	1	1	1	1	1	-1	Alit	1000	10	15	10	9	-1	Alit	1000	16	13	30	20	-1	Alit	1000	10	17	32	12	-1
Alit	1	1	1	1	1	-1	Alit	1000	10	15	10	9	-1	Alit	1000	16	13	30	20	-1	Alit	1000	10	17	32	12	-1
Alit	1	1	1	1	1	-1	Alit	1000	10	15	10	9	-1	Alit	1000	16	13	30	20	-1	Alit	1000	10	17	32	12	-1
Alit	1	1	1	1	1	-1	Alit	1000	10	15	10	9	-1	Alit	1000	16	13	30	20	-1	Alit	1000	10	17	32	12	-1
Alit	1	1	1	1	1	-1	Alit	1000	10	15	10	9	-1	Alit	1000	16	13	30	20	-1	Alit	1000	10	17	32	12	-1
Alit	1	1	1	1	1	-1	Alit	1000	10	15	10	9	-1	Alit	1000	16	13	30	20	-1	Alit	1000	10	17	32	12	-1
Alit	1	1	1	1	1	-1	Alit	1000	10	15	10	9	-1	Alit	1000	16	13	30	20	-1	Alit	1000	10	17	32	12	-1
Alit	1	1	1	1	1	-1	Alit	1000	10	15	10	9	-1	Alit	1000	16	13	30	20	-1	Alit	1000	10	17	32	12	-1
Alit	1	1	1	1	1	-1	Alit	1000	10	15	10	9	-1	Alit	1000	16	13	30	20	-1	Alit	1000	10	17	32	12	-1
Alit	1	1	1	1	1	-1	Alit	1000	10	15	10	9	-1	Alit	1000	16	13	30	20	-1	Alit	1000	10	17	32	12	-1
Alit	1	1	1	1	1	-1	Alit	1000	10	15	10	9	-1	Alit	1000	16	13	30	20	-1	Alit	1000	10	17	32	12	-1
Alit	1	1	1	1	1	-1	Alit	1000	10	15	10	9	-1	Alit	1000	16	13	30	20	-1	Alit	1000	10	17	32	12	-1
Alit	1	1	1	1	1	-1	Alit	1000	10	15																	

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AMERICA

Dow toys with new record as Fed hints of lower rates

Wall Street

DESPITE further gains in oil stocks and renewed interest in the telephone sector following a bid from GTE to acquire Contel, the equity market was mixed yesterday - until a hint that the Federal Reserve may be preparing to ease monetary policy boosted share prices. *writes Janet Bush in New York*

At 2 pm, the Dow Jones Industrial Average was quoted 14.11 higher at 2,947.38 on moderately active volume of 132m shares. It rallied by 15 points in early trading, and slid back, but then it rose again. Mid-session levels yesterday were well above the record closing high, registered on June 15, of 2,835.89. The lead index had closed 41.83 higher on Wednesday at 2,932.57.

Mr Alan Greenspan, chairman of the Federal Reserve, said in his testimony before the Senate Banking Committee that the Fed was considering a general easing in monetary policy. This was aimed at offsetting signs that a contraction in the availability of loans from commercial banks had tightened credit conditions.

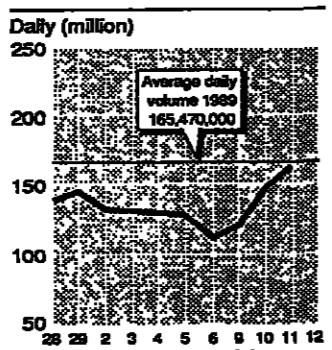
It was the first clear indication that the Fed may lower interest rates in response to a "credit crunch" and immediately boosted Treasury bonds and equities and caused a drop in the dollar, which had been

strong overnight.

The market was excited by news that GTE is offering to swap 1.27 of its common shares for each share of Contel. After delayed openings in both issues, GTE was quoted \$2 lower at \$32.34 while Contel jumped \$6 to \$34.4.

The news boosted other tele-

NYSE volume



phone stocks. Centel added \$1 to \$36.4 and Century Telephone Enterprises was up \$2% at \$29.4.

Oils continued to benefit from Opec initiatives to boost the price of crude oil. Unocal jumped \$1.4 to \$39.4 and Atlantic Richfield added \$3 to \$120.9. Oilfield service companies were sharply higher with Schlumberger up \$1.4 at \$50.4.

Sears Roebuck slumped \$1.4 to \$34.4 after the company

announced that its sales for June were up only 3.5 per cent from a year ago. Among other retailers announcing their June sales, JC Penney dipped \$1.4 to \$60.4 and Dayton Hudson added \$1.4 to \$73.4. Gap gained \$1.4 to \$57.4 after reporting a 31 per cent rise in sales from a year ago.

Money centre banks were hit by a directive from federal regulators to write off 20 per cent of their loans to Argentina and Brazil. Among these, Citicorp dipped \$1.4 to \$21.4 and Chase Manhattan fell \$1.4 to \$22.4.

Computer Associates International slumped \$5.4 to \$10.4 after the company said that its revenue for the June quarter appeared to be significantly less than the same quarter last year and that earnings may also be lower.

Canada

TORONTO stocks were steady at midday, with a drop in gold and transport shares offsetting gains by several blue chips. The composite index inched up 1.7 to 3,545.2 on volume of 10.4m shares. Declines led advances 222 to 179.

Laidlaw was the most active stock, losing \$1.4 to \$27.7 and pushing the transportation index down. PWA shed \$1.4 to \$49.4 but Air Canada gained \$1.4 to \$10.4. In gold stocks, Lac slipped \$1.4 to \$10.4 and Corona was flat at \$37.4.

EUROPE

Paris focuses on Dumez and Lyonnaise des Eaux

WALL STREET's overnight gains lifted most Continental bourses yesterday, while merger mania dominated Paris. *writes Our Markets Staff*

PARIS focused on Lyonnaise des Eaux and Dumez, which were requoted after a three-day suspension. As expected, investors took the view that the terms of the merger favoured the construction group over the water utility. Dumez leapt FF127 or 19.8 per cent to FF768 with 1.04m shares traded. It ended below the day's high of FF800. Lyon-

gained 4.6 to 1,975.18 on overall gains lifted most Continental bourses yesterday, while merger mania dominated Paris. *writes Our Markets Staff*

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RECRUITMENT

JOBs: Companies in search of excellence are unwise to impose uniform management styles

A SHREWD observer of the working world, called Bernard Holloway, once pointed out that youngsters are poorly prepared for careers by educational marking procedures. As he was chief of Manchester University's careers service at the time, his remark did not endear him to his academic colleagues.

Education, he said, "conditions people to think that if they get 80 per cent of the marks available for something, they know it well and are fit for a fresh challenge. But at work, 80 per cent isn't nearly good enough. You have to go on doing the same thing until you get 98.5 per cent right on average."

Even that figure, however, will probably strike some readers as leaving too wide a tolerance. For I know from your letters that a good many of you have jobs in which total accuracy is taken for granted. And in that case, the only achievements thought worth mentioning are those which exceed 100 per cent in being better than the best that anyone would expect.

Such truly high performances are not traditionally looked for in most workers. Indeed, Bernard Holloway's 98.5 per cent might well more than satisfy a lot of managers, who are content as long as their staff maintain a standard

which keeps their own bosses and the customers tolerably passive.

But sharpening competition has persuaded a minority of company chiefs to think differently. In their view, the prime task of managers is no longer the negative one of ensuring that those below do not fall short of minimum standards. Instead, it is the positive one of enabling their staff to do better than they or anyone else expected.

Consequently, there is growing interest in how people come to achieve truly high performances.

As it happens, one line of research into that topic was mentioned in this corner of the FT on February 28. The method, devised by American management consultant Jerry Fletcher, defines a top-notch achievement as made up of four stages, each of which needs to be explained. They are:

- How the high performers came to tackle the task.
- How they got it going.
- How they kept it going.
- How they withdrew from it creditably.

Guided by a trained counsellor the people under study apply those

four questions to each of about half a dozen fairly recent cases where they think they worked at their peak. At least one case should have been outside their job.

After analysing what they have said, the counsellor sends them their prototype high-performance pattern. They amend and return it, and the changing text is then batted back and forth until both are satisfied with its accuracy.

Most use of Dr Fletcher's method has been on individuals in a variety of professional jobs. But some months ago, Robert Quinn and Gretchen Spreitzer of Michigan University's business school decided to apply it specifically to managerial work. So they went through the patterning process with 87 middle and senior managers on a four-week course at the school.

One question that interested the Michigan researchers was whether they could identify a general pattern of high performance in management. While hardly anyone still hopes for the discovery of a scientific way of managing which will be better than any other in all circumstances, a great many people

believe companies do best to have a particular management style which is applied across all their activities. Quinn and Spreitzer wanted to put that belief to the test.

Their report, not yet published, shows that a general pattern can be statistically assembled from the results. When all 87 managers were taken together, their typical approaches to each of the four stages were as follows.

The spur

The spur that impelled them into the successful project was the recognition of a need, coupled with a sense of challenge and risk.

They got the task going by first making sense of it by picturing and planning how it would develop. Then they put together a team of people with suitable skills, established participative working, and formed links with outside sources able to help.

They kept things going by providing clear direction, and monitoring and co-ordinating the work while carefully maintaining the participative climate.

The signal to withdraw was evidence that the results had exceeded expectations, giving them an intrinsic sense of achievement and growth as well as recognition and reward from above. Finally they showed their own appreciation of others who had been involved.

Quinn and Spreitzer admit that, as academics, they find the general pattern attractive. For instance, they say, "it is simple and has a logical flow." Alas, although giving an average picture of the managers as a whole, it was not the way any of the 87 actually worked while performing at their best.

When the individuals' real approaches were analysed, at least six different broad types emerged. The researchers describe them as:

The responsive action pattern whose involvement in successful projects tends to begin with an invitation to tackle it from somebody else. "They are not assertive nor do they exercise direction. They are people-orientated and devote much effort to maintaining interpersonal relationships." Other traits include a high valuation of intrinsic as distinct from material

rewards, a reflective and long-term perspective, flexibility and strong commitment throughout the task.

Selfless firefighter pattern which is much like the responsive action type except that, instead of staying committed to the task throughout, selfless firefighters treat it as a series of separate challenges. Once each has been dealt with, they switch attention to the next.

Assertive action pattern: more pioneering and assertive than the previous two. "These people initiate action, provide direction and develop expectations. They tend to analyze the situation, develop a vision of what needs to be done, and then act on that vision. They focus on short-term outcomes and show immediate progress."

Strategic independent: People of this pattern "have a strong tendency to work by themselves... little interest in participative management, and tend to pursue complete autonomy." They put great importance on understanding the situation in detail, tend to be closed to criticism and other feedback, but maintain intense effort under stress.

Extrinsic creative which has two differences from the structured independent pattern. Extrinsic creators typically adopt unorthodox and innovative approaches, needing more creativity and risk. Instead of being loners, they form relations with others although strictly of a kind they themselves can direct.

Adaptive group pattern: more people-orientated than the last two, but also concentrates on the task. "They greatly emphasise cohesive teamwork and responsiveness to new opportunities and alternative plans of action." Other traits include openness to criticism, intense activity, short-term outlook, and learning by doing.

Even though the researchers point out the danger of drawing hard conclusions from a sample of only 87 executives, they think the study has far-reaching implications. Probably the most important is the evidence that there is no one way of managing at peak effectiveness.

The differences between the six types are such that it would be unwise to require any to behave like one of the others. In short, imposing uniform management styles "would tend to constrain individuals to average or mediocre levels of performance."

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French Corporate Sector

Our client is a AAA-rated international bank and a major force in the UK corporate sector. They provide a mix of traditional and specialised lending facilities ranging from term credits to highly-leveraged acquisition finance.

The bank is now looking to expand its European presence by a phased entry into the French market. To this end a new post reporting directly to the Head of European Banking has been created to formulate strategy and identify corporate finance and merchant banking opportunities.

Ideally, you will be a graduate with strong marketing skills, and

Candidates interested in pursuing this unique opportunity should write, enclosing a detailed curriculum vitae, to Niall Macnaughton who will forward it directly to the client. Candidates should list on a covering letter the names of any institution to whom they do not wish their details to be forwarded. Please quote Reference 555.

76, Watling Street, London EC4M 9BJ

BBM

ASSOCIATES

CONSULTANTS IN RECRUITMENT

INTERNATIONAL BANKING UK Finance Specialists

London £25-£40,000+ bank benefits

Our client is the London branch of one of the world's leading banks. With rapidly expanding international operations, London is playing a vital role in the development of business overseas, spearheading the organisation's activities in Europe. As a consequence, the branch is set to double in size over the next few years.

The UK Corporate Department, covering all types of lending in the UK is now enlarging its team in order to strengthen its position. It is therefore seeking a number of experienced bankers with a track record of UK lending to join the existing high calibre team. Previous

experience of project finance generally, or aircraft finance in particular, would be an additional advantage for one of the positions.

The successful candidate will cover a full range of activities, including syndications. Self-starters, skilled in credit analysis reporting and the art of high level presentations are required. Applicants are likely to be graduates with flair and ambition; whilst undertaking immediately rewarding work, first class achievement will bring quick recognition. If you are interested in learning more, please write in confidence with full career and salary details, quoting reference 4111/FS to James Forte.

BROADEN YOUR HORIZONS IN Commercial Banking

With substantial growth in recent years Crédit Lyonnais UK has built a platform from which we can reach demanding targets in 1990 and beyond. Our continuing expansion creates a number of opportunities for ambitious young commercial bankers who recognise that a career move to one of the world's leading banks is the right step to take.

Aged between 25 and 30 and educated to degree level, your experience to date should include proven ability in handling corporate clients. Your appreciation of risk is sound, and your ability to analyse and reason is well developed. You have the range of skills with people which are necessary for success in a demanding environment.

We are looking for individuals in the following areas to expand and strengthen our existing teams.

- * corporate lending;
- * syndicated lending and asset sales;
- * project financing;
- * MBOs and special financing

We will recognise your contribution, reward your performance and give you scope to develop. Success could bring progression into other areas, and there could be opportunities elsewhere in the Crédit Lyonnais group at a later date.

Please write with full details of your career to date to:

Sandie Tucker, Personnel Manager,
CRÉDIT LYONNAIS, PO Box 81,
84-94 Queen Victoria Street, London EC4P 4LX.



CREDIT LYONNAIS



Peat Marwick Selection & Search
70 Fleet Street, London EC4Y 1EU

UK Corporate Finance

Assistant Director

Excellent Package - Performance Bonus

Respected British based merchant bank offers an immediate Assistant Directorship to an outstanding senior manager from a top quality house who can demonstrate a successful transaction record and business development flair.

THE COMPANY

- Merchant bank with substantial financial and management resources. Specialising in fee driven transactions.
- Well positioned in UK and European corporate finance.
- Profitable UK team with international M&A capability based in London.

THE POSITION

- Responsible for handling the full range of corporate finance transactions.

City

- Challenge to further develop the client base and enjoy the rewards of that success.

QUALIFICATIONS

- A minimum of five years domestic corporate finance experience. ACA, Lawyer, or MIA.
- The stature to take direct responsibility for business development and transaction management.

Please reply in writing, enclosing full cv.

Reference: J11359
54 Jermyn Street, London, SW1Y 6LX



LONDON - 01-495 6342
BIRMINGHAM - 021-233 4656
MANCHESTER - 0625 539914
SLOUGH - 0755 6948644
GLASGOW - 041-204 4354

HONG KONG - (00852) 2171133

Banking Executives

European locations

France Italy Germany Greece Spain
United Kingdom Portugal Belgium

Our client, an international financial institution with well established operations in over 20 countries, seeks high calibre executives for a number of European positions.

Mobility is required in order to optimize the excellent career opportunities being offered. In addition to fluency in English candidates must also be fluent in at least one of the languages of the above mentioned countries.

COUNTRY MANAGERS

Reporting to the International Department, the Country Managers will represent the Bank in front of the financial authorities and will be responsible for achieving business objectives set for the Unit. In addition they will define and implement strategy, exercise budgetary control

and motivate and develop the Unit's personnel.

Five years experience as head of banking is required for these positions; experience as a Country Manager in Banking would be a distinct advantage.

HEADS OF BANKING

Reporting to the appropriate Country Manager, Heads of Banking will be involved in determining and implementing the Bank's strategic plans for that country. Areas of responsibility will include Corporate Banking, Trade Finance and Investment Services.

A minimum of 3 years proven experience in each of these areas is essential. Previous exposure to retail banking would be beneficial in certain countries.

The total compensation package

will be highly competitive to reflect the importance of these positions.

As mobility within Europe is required, successful candidates will enjoy the full benefit of a guaranteed European career.

Recruitment for these positions will be carried out by our European practice in the first instance. Candidates who are interested in these very challenging positions are invited to send a letter of application including a full CV, listing any European Banks with whom they would not consider employment, quoting reference B/1079, to Barrie Whitaker.

Executive Selection Division
Price Waterhouse
Management Consultants
No. 1 London Bridge
London
SE1 9QL

Price Waterhouse



INTERNATIONAL BANKING

European Syndications

City

£25-£40,000+ bank benefits

As one of the world's largest financial institutions, our client is concentrating on developing the global scope of its banking and investment activities, servicing customer needs on a truly international scale. Their London operation, regarded as a platform into Europe, is currently playing an important part in this plan and is poised for 100% expansion.

We are seeking a graduate with several years' experience within a European banking environment and exposure to syndicated transactions and capital market products. This executive will help service the fast increasing business requirements and, ultimately, develop new contacts. The Bank aims to build on its

European presence and a particular geographical specialisation would be desirable.

Since the candidate will be operating at a senior level, making presentations and preparing reports, he/she must be commercially astute and able to inspire confidence at all levels both internally and externally. Evidence of credit analysis and marketing potential is therefore essential, as is fluency in an appropriate foreign language.

Career prospects are excellent within the organisation and success will be rewarded by early responsibility. If you are interested in learning more, please write in confidence with full career and salary details, quoting reference 4111/ES to Hilary Douglas.



Peat Marwick Selection & Search

70 Fleet Street, London EC4Y 1EU

TRADING PLACES INTERNATIONAL LTD.

13 Craven Street, London, WC2N 5PB.

A prestigious European bank seek an experienced, competent trader to complement the existing team. The bank has a sound reputation for the quality of their spot trading and this can therefore be regarded as a career move. The appointee will be a jobber from an active \$/Dmk desk with at least 5 years active experience. Salary will be commensurate with track record. Please contact:-

Dudley Edmunds, Nigel Hulbert, John Wharton on

Tel: 071-839 5017 Fax: 071-839 7080

Deputy Chief Investment Officer

Major International Financial Services Group

Substantial Package

Kuala Lumpur

An exceptional and unusual opportunity for a Malaysian investment manager or banker to fill a senior and influential position with a major group.

THE COMPANY

Very major, world class international financial services group with substantial assets and a strong presence in Malaysia.

THE POSITION

A senior appointment, number two in a professional team which manages a portfolio of over US\$500m, invested in equities, fixed income securities, real estate and industrial projects.

QUALIFICATIONS

Graduate with about five years professional experience in merchant or commercial banking or investment management. Ideally an MBA. Good project and credit evaluation skills.

Malaysian national, ideally with government and business contacts in the country and Malaysian work experience before moving overseas.

Please reply in writing, enclosing full cv.
Reference J2831
54 Jermyn Street,
London, SW1Y 6LX

MICHELANGELO

FINANCIAL INSTRUMENTS TRADER

EUROBOND SALES - SCANDINAVIAN AND EUROPEAN COUNTRIES

Our Client, an International Trading Organisation, seeks a dynamic and entrepreneurial individual to join their Financial Markets Division. The position requires a minimum of two years experience in Equity Derivatives (preferably Japanese) coupled with an in-depth knowledge of Lotus 123, general options theory, and Black/Scholes. The ideal candidate will have a scientific/mathematical degree, fluency in German, French or Japanese, and will currently be working for a well-known institution. This is a high-profile position with ample scope for general profit-related remuneration. Contact Oliver Wells

EQUITY SALES

We have been retained by a leading International Bank (non-US) who would like to engage a salesperson with two or more years experience of equity sales to UK Institutions. The already-successful team is set to expand from a well-established base and there is scope to develop into Europe, so knowledge of a European language would be a plus point. You will enjoy the benefit of selling in a niche market and will, ideally, have an existing UK institutional Client base. Contact Oliver Wells

MICHELANGELO RECRUITMENT 36-38 Whitefriars Street London EC4Y 8BH Tel: 071 936 2857 Fax: 071 583 6531

SOCIÉTÉ GÉNÉRALE - FIMAT

LIFFE FLOOR MANAGER

TOP SALARY & BENEFITS PACKAGE

Fimat (UK), the futures market subsidiary of France's largest private bank, Société Générale, is seeking to recruit a top quality experienced manager to head its floor operation at LIFFE.

Fimat is now a clearer of all of the world's major futures exchanges, including the Chicago Board of Trade and the Chicago Mercantile Exchange, and is currently setting up operations in the DTB in Frankfurt. We already have one of the widest brokerage networks in the world and we are looking to expand both in the UK and abroad.

Please apply in writing together with a full C.V. to:- Miss E. Dootson, Fimat Futures UK Ltd, Warnford Court, 29 Throgmorton Street, LONDON, EC2N 2AT.

SOCIÉTÉ GÉNÉRALE - FIMAT

GRADUATE TRAINEE

Salary c £15,000

The Investment Banking arm of a leading Japanese Bank needs a graduate offering a 1st class Honours Degree in a Mathematics based discipline. The company covers the full range of Capital Markets activities and a full training programme will be provided.

Please telephone David Jones on 0444 452209 daytime or evenings to make initial contact or send a CV to him at

THE CITY RESOURCING PARTNERSHIP
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LONDON EC2M 4QX

- Age 31
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- Wide experience with leading Italian merchant bank

HEAD OF ITALIAN MERCHANT BANK CORPORATE FINANCE DEPARTMENT

Is seeking leading banks or financial institutions wishing to establish Italian Branch. He will be available to work abroad with your company for a fixed period of time, in order to increase mutual relationship.

Replies to: BOX Via P. Bernardini 21, 00136 Rome Italy

CORPORATE FINANCE

A.C.A.

EV.GOOD

Newly Qualified A.C.A.s are sought by U.K. and U.S. Merchant Houses at Entry Level. First class academic track record is essential.

Please contact: David V. Paton Hynes Associates Ltd, Specialist Search & Selection Consultants in Corporate Finance International Business Centre, Wells House, 77-79 Wells Street, London, W1P 3RE Tel: 071-580-5522 Fax: 071-323-1107

GRADUATE TRAINEE PRIVATE CLIENT STOCKBROKER

Required by ISE/TSA firm with Head Office in North Yorkshire. Previous experience valuable but not essential; full training given. Excellent long term prospects.

Write in own handwriting with CV & anticipated salary to: J.M.S. Smiths, Cawood, Saffron & Co, 22 East Parade, HARROGATE HG1 8LT.

Girozentrale

Gilbert Elliott

Girozentrale Gilbert Elliott is a specialist institutional securities house. It is a subsidiary of Girozentrale Vienna, one of Europe's major banks, which has a substantial presence in Eastern Europe. Girozentrale Gilbert Elliott in London has been designated as the international securities focus for the Girozentrale Vienna Group.

The firm acts as an agency broker in UK equities and convertibles and is also the only SEAQ market maker in Austrian equities. The business is both profitable and expanding and as a direct result of this expansion the following two senior individuals are sought.

Head of European Sales

A new Head of European Sales is sought to spearhead the group's expansion of its European Equities business. This involves the sale of equities in Europe as well as European equities in the UK. The successful applicant must be a top quality salesman and manager, with a record of building successful teams through recruitment and training. Fluency in German is essential as the individual must be capable of taking responsibility for expanding the firm's relationships with companies and financial institutions.

On a personal level the individual must be flexible and capable of working within a small team environment. The successful applicant may be currently based in the UK or continental Europe.

These posts will be attractive to individuals seeking a career in a medium-sized, expanding and profitable European securities operation. Both positions are strategic appointments which will play a key role in the firm's expansion. Each position offers an attractive remuneration package, including profit sharing bonus, and significant long term career prospects for the successful candidate.

Interested applicants should in the first instance contact our retained consultant Paul Wilson on 071-831 2000 or write enclosing a full curriculum vitae to him at Michael Page City, Page House, 39-41 Parker Street, London WC2B 5LH.



Michael Page City
International Recruitment Consultants
London Paris Amsterdam Brussels Sydney

Head of Research

The research team presently comprises 12 analysts covering six major UK sectors as well as Austria. Further European markets are under review. The new Head of Equity Research will be given a mandate to increase the quality and depth of the current research effort in the UK but not necessarily to expand the breadth of coverage. In addition, a key commitment will be the development of European Research in conjunction with the requirements of the sales desk.

The successful applicant may not already be head of research but he (or she) must have a proven record of leading by example, training, directing and inspiring other analysts.

Your vision, our technology

Product Managers - Electronic Banking

£24-34K + car + banking benefits - City

Amongst its customers, the Corporate Banking Division of Lloyds Bank has many of the UK's largest multi-national companies.

Working closely with them, we have developed a complete range of electronically delivered banking services collectively known as LloydsLink. These include PC-based EFT, electronic mail and Letters of Credit initiation (introduced in 1987), electronic statement facilities and cheque reconciliation in 1988; and this year, the provision of all our information-based services in-house, specifically for current and emerging PC technology and in partnership with our extensive range of customers.

To ensure we maintain a competitive advantage in this rapidly expanding area we are seeking product managers to join our City-based Electronic Banking and Cash Management services team. We are looking for a blend of skills. Firstly we'll expect an extensive knowledge of bank based operational and clearing services such as BACS, CHAPS, SWIFT, and EDI. Even more importantly, you'll need high levels of business vision and communications skills together with interpersonal sensitivity and demonstrable product management success.

You may currently be in a comparable position in a major financial institution or software/systems house; or in a corporate treasury environment and interested in the convergence of treasury management and technology. Whilst qualifications such as ACIB, MBA or DipM would be an advantage, a proven track record of management achievements is essential.

We offer a competitive package depending on ability, experience and qualifications, ranging from £24-34,000. Plus a car, non-contributory pension, profit sharing, preferential mortgage and loan schemes and relocation assistance where appropriate.

Please write, enclosing a full CV and details of significant achievements to: Michael Meltzer, Chief Manager, Electronic Banking and Cash Management Services, Corporate Banking Division, Lloyds Bank Plc, 71 Lombard Street, London EC3P 3BS.



**Lloyds
Bank**

THE THOROUGHBRED BANK.

OPERATING LEASES

An international financial group seek a successful innovative candidate aged c35 years, able to mastermind the companies entry into the UK operating leasing sector. Products will be in the £200K+ range covering transport, energy construction/industrial plant and equipment. Candidates in addition to first class marketing/negotiating ability must have sound technical skills, ie credit taxation residual value experience. Neg: £60,000 plus high reward orientated bonus, etc.

SHIPPING/MEDIA FINANCE

Two leading UK merchant banks seek high calibre marketing orientated graduate bankers aged 25-30 years, possessing strong credit appraisal cash flow analysis experience. Specific experience in Media or Shipping essential. Neg: AAE £30,000-£40,000.

UK MEDIUM-BIG TICKET LEASING

The bank seek a marketing manager able to source, package and close lease transactions in the £1m-£10m range on general equipment. Personal target would be in the £20 million+ range. Neg: c£30,000. This international bank seeks a graduate aged 25-30 years with at least three years big ticket, ie £25 million plus technical experience (credit evaluations, taxation, etc.) and the ability to negotiate at senior level. To £35,000 plus benefits.

CREDIT-RISK ANALYSTS

This leading investment bank seek two high calibre (2:1, MBA, etc.) graduate bankers for this high profile position encompassing capital markets, forex, sales/trading limits, swaps, etc. Age range 24-30 years. Neg: AAE £25,000-£45,000.

BOND SYNDICATIONS

Leading international bank, a first division player in the new issues market, seeks an experienced (2 years+) bond syndicator. Ideally legally trained you will be in your 20's/early 30's and preferably be European biased. £40,000 plus full benefits.

For further details on the above please contact: BRIAN GOOCH or MARTIN MOLL on 071-588 3991. All enquiries treated in strictest confidence.



OLD BROAD STREET BUREAU
EXECUTIVE SEARCH & SELECTION CONSULTANTS

65 London Wall, London EC2M 5TU
Tel: 071-588 3991 Fax: 071-588 9012

Corporate Banking Professionals

Negotiable around £35,000 (Tax Free) + Excellent Benefits
Saudi Arabia

This prestigious bank, a joint Saudi-European venture, is one of the largest in the Kingdom with branches in the principal cities. Ambitious plans for further growth in the key corporate banking sector creates these attractive opportunities for experienced account managers.

You will manage a group of business clients, where the emphasis will be on the provision of treasury services, trade finance, cash assets, foreign exchange, investment banking and contractor services. An important aspect of your role will be the acquisition of new corporate accounts and the creation of innovative services to meet the needs of both existing and prospective clients.

These positions are unusually broad in scope and offer a great deal of responsibility together with the opportunity to gain valuable experience.

To qualify, you should have at least three

years' experience with a major commercial bank and be a highly motivated and accomplished marketeer with a successful track record. Familiarity with a wide range of product lines is required.

Good prospects for career progression exist and advanced product and analysis training will be provided.

Salary is for negotiation and is free of local income tax and there is a performance related bonus. The very extensive benefits include generous housing and transportation allowance, driver subsidy for married staff, free medical insurance, education allowance for up to two children, and generous leave with paid air fares home.

Please write - in confidence - to Ghassan Yazigi, Ref: PT 1319/1, MSL International (UK) Limited, 32 Aybrook Street, London W1M 3JL.

MSL International

Marketing Officers

£25,000 to £45,000

Several European and international banks have recently expressed interest in recruiting marketing officers to supplement teams covering both major and middle-market UK and European corporates. Candidates with the ability to generate new business and attract new customers are particularly attractive. Breadth of product knowledge is very important: in addition to experience of traditional commercial banking facilities, candidates should have an understanding of leveraged finance, asset based finance, big-ticket

leasing or capital markets instruments. Candidates should have benefited from a full training in analysis and documentation and should have spent at least 1-2 years' actively marketing.

Interested applicants should contact Ann Semple or Alexander Firecks on 071-831 2000 or write enclosing a full curriculum vitae to

Michael Page City,
39-41 Parker Street, London
WC2B 5LH.

Michael Page City
International Recruitment Consultants
London Paris Amsterdam Brussels Sydney

PENSION FUNDS

Marketing and Sales c£35k + car + mortgage + perf bonus

THE LEAGUE TABLES clearly demonstrate the ongoing success of our client's young investment team. Over any period from one to six years in the pooled pension fund market their Managed Pension Fund has been the top performer.

Because of this exceptional track record they are continually asked to pitch for the management of corporate pension schemes.

They wish to capitalise further on this excellent reputation by recruiting an experienced marketing and sales manager who will be responsible for three main tasks: to increase the frequency of bids and pitches, to increase the size of funds and take the company into the segregated fund market, and to take over (from the fund managers) the creation of

presentation materials, response to invitations to tender documents and questionnaires, and planning for each presentation. You will lead the presentation with a fund manager in each case and will be responsible for the conversion of the client.

The remuneration package includes an open ended performance related bonus and is pitched to attract the highest calibre of candidates currently enjoying success in this type of role. Relocation expenses to the Glasgow area are available though a London base may be considered for exceptional candidates.

To apply in confidence, send a detailed CV stating salary requirements to Douglas Kinnaird or telephone his secretary for an application form quoting ref: 4456/FT. PA Consulting Group, Number Two Blythswood Square, Glasgow G2 4AD, Tel: 041-221 3954. No details will be divulged to our client without candidates' consent.

PA Consulting Group
HUMAN RESOURCES

Creating Business Advantage

Executive Recruitment - Human Resource Consultancy - Advertising and Communications

Director of a French food company wishes to recruit a Personal Assistant to join a small and friendly team based in exceptional surroundings in Paris.

English mother tongue.

French appreciated but not indispensable.
Good standard of secretarial skills.

Send handwritten letter on unlined paper and CV to PO BOX NO: A677 Financial Times, One Southwark Bridge, London SE1 9HL

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To apply for a confidential meeting which is strictly confidential, enquire about our Executive Experts Service.

Connaught Mainland

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01-240 0000 Fax: 01-240 0001

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Value your own life – for a change!

As a qualified Actuary, you will understand the importance of managing risk and maximising opportunities. Apply the same philosophy to your own professional career and you will find we can offer the right environment to expand your horizons and develop your talents.

We are only interested in talking to bright, ambitious candidates who are looking to join a firm which is recognised as one of the world's leading management and actuarial consultancies. Three years' post qualification experience is seen as the minimum but of paramount importance are the crucial qualities of drive and determination plus the

personality best suited to an organisation which is both intellectually stimulating and unashamedly enjoys hard work.

The rewards in terms of career advancement and salary/bonus package are probably unrivalled.

For further information and for an informal, confidential discussion please contact Malcolm Lawson on 071-287 7007 during the working day or 0444 483216 in the evenings/weekends. Alternatively, please send full career details, quoting reference H3090, to Codd Johnson Harris, 12 New Burlington Street, London W1X 1FF. FAX 071-287 2391.

CJH Codd-Johnson-Harris

INDEPENDENT TELEVISION COMMISSION

Economic Analysis in a Broadcasting Regulatory Environment

Central London

£26,800 to 32,700 pa

The forthcoming Broadcasting Bill will mean that the Independent Broadcasting Authority will be replaced by a new regulatory body – the Independent Television Commission. This will have far-reaching effects on the independent television system as a whole.

We now have an opportunity for an experienced senior analyst to provide high level support to the directors and senior management team in the field of television licensing, regulation and economic policy issues. Emphasis will be placed on you initially to analyse the economics and finance of programme licence applications. You will also be expected to develop and implement procedures for the economic and financial regulation of independent television.

As well as holding a degree in a discipline in which economics, statistical inference or mathematical modelling played a significant part, you will have at least ten years' experience of economic/business analysis or research in business, public sector or university. These will need to be combined with the ability to demonstrate excellent writing and presentation skills.

A competitive salary and benefits package is offered dependent upon experience and qualifications.

Please send a full CV stating current salary to Lesley Monaghan, Personnel Officer, Independent Broadcasting Authority, 70 Brompton Road, London SW3 1EY, to arrive no later than 27 July 1990.

AN EQUAL OPPORTUNITIES EMPLOYER

DEVELOPMENT CAPITAL City

Henderson Administration is expanding its development capital activity. We require at least one additional director for our venture capital company and another executive with directorship potential. These are exciting opportunities to join us at an influential stage.

As part of a specialist team you will be involved in promoting Henderson venture funds, investing, monitoring and effecting realisations.

Ideal candidates will be established venture capital executives with in-depth experience of syndicated management buy-outs and development capital financing. We also welcome applications from persons with a strong industrial or professional background.

Henderson has been investing in unquoted equities for over 50 years and the creation of this new team reflects the increasing importance of our development capital activity.

An attractive venture capital remuneration package is offered. All replies will be treated in strictest confidence.

H
HEN D E R S O N
THE INVESTMENT MANAGERS

Reply to:
Andrew Evans
Henderson Administration Limited
3 Finsbury Avenue London EC2M 2PA
Tel: 071-410 4100

INVESTMENT OPPORTUNITIES

We are actively seeking experienced candidates to fill a number of positions within major financial institutions, a small example is listed below.

- ★ U.K. Analysts covering Transport, Food and Property
- ★ Senior U.K. Equity Fund Manager
- ★ Smaller Companies Fund Manager
- ★ European Equity Sales/Trading
- ★ Money Market Sales
- ★ Multi-product Derivative Trader

For further information please contact David Puddick or alternatively send your curriculum vitae to:

Zarak Hay Associates, Financial Recruitment Consultants
6 Broad Street Place, Bloomsbury Street, London EC2M 7JH.
Telephone: 071 638 9205. Fax: 071 588 2942

COMPLIANCE AUDITOR – UNIT TRUSTS

LOCATION: CITY, MOVING TO CHATHAM MARITIME IN 1992

A vacancy has arisen in our Compliance Department for a Compliance Auditor. Reporting to our Unit Trusts procedures against the relevant Statutory Instruments and the Rules of SIB and IMRO. You will prepare reports to senior management on our standards of Compliance in addition to the other normal Compliance functions such as complaints processing and Rule interpretation.

You will also assist with the LAUTRO responsibilities of the Compliance Department and will therefore develop a comprehensive knowledge of Compliance as it affects a major Insurance Group.

The successful candidate is likely to be over 25 and have a good working knowledge of Unit Trust theory and administration procedures and will be capable of working without the need for close supervision. Experience of the stock market and knowledge of the relevant Statutory Instruments and the SIB and IMRO Rules would be a distinct advantage.

The position is initially based in the City of London, with relocation planned for 1992 to a new, purpose built office at Chatham Maritime in Kent, providing excellent facilities for staff.

The post offers all the usual benefits of working in a major and successful financial group such as subsidised mortgage, car purchase scheme, excellent pension schemes, and generous relocation bonuses.

Salary is negotiable depending on experience, but is likely to be in the region of £16,000 – £20,000.

Applications and C.V.s should be sent to the Personnel Manager at the address below. However, you are welcome initially to discuss the post informally with the Compliance Officer, John Anthony on 071-935 9680.



THE COLONIAL MUTUAL LIFE ASSURANCE SOCIETY LIMITED
(Incorporated in Australia 1873)
24 Ludgate Hill, London EC4P 4BD Telephone: 071-248 9861

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Appointments Advertising

appears every Friday in the International Edition

Wednesday, Thursday (in the UK Edition)

For further information in North America please call:

JoAnn Gredell
on 212 752 4500
or write to her at 14 East 56th Street New York, NY 10022

FINANCIAL TIMES
EUROPE'S BUSINESS NEWSPAPER

Spot \$/DM Trader to £70,000

A major international bank which is a substantial player in the FX market, is seeking a senior Spot \$/DM dealer. Applicants should have a strong profit record over a minimum of three years' experience trading spot \$/DM or DM crosses. An excellent salary plus performance related bonus is negotiable.

Call Jan Perrin on 071-623 1266

Jonathan Wren & Co. Ltd., Recruitment Consultants
No. 1 New Street, (off Bishopsgate), London EC2M 4TP
Tel: 071-623 1266, Fax: 071-626 5258

Jonathan Wren Executive

LDC Debt Trader £Excellent

A European bank heavily involved in the LDC debt market, is seeking a first class debt trader to complement its existing, lucrative operation. Candidates should have at least 2 years profitable debt trading experience. To stress the importance of this position an excellent salary, performance related bonus and full range of benefits will apply.

Call Norma Given on 071-623 1266

Jonathan Wren & Co. Ltd., Recruitment Consultants
No. 1 New Street, (off Bishopsgate), London EC2M 4TP
Tel: 071-623 1266, Fax: 071-626 5258

Jonathan Wren Executive

Corporate Marketing £25-£45,000

European bank requires marketing officers/managers to join an expanding, innovative London team. Candidates should have an excellent degree, and more than two years marketing to UK corporates. Wide product knowledge and experience of complex/structured deals is also required, together with a strong credit background and age profile in the 26-33 range.

Call Ron Bradley on 071-623 1266

Jonathan Wren & Co. Ltd., Recruitment Consultants
No. 1 New Street, (off Bishopsgate), London EC2M 4TP
Tel: 071-623 1266, Fax: 071-626 5258

Jonathan Wren Executive

VICE PRESIDENT MERCHANT BANKING IN AFRICA

£20,000 PLUS BONUS AND EXPATRIATE BENEFITS NIGERIA BASE
One of Africa's most successful banks, which is headquartered outside Africa, seeks a Vice President to join a team of creative professionals serving Africa from locations in the U.K., Hong Kong, U.S. and Africa.

Acting as the senior executive in the field, this individual will initially expand the bank's presence in West Africa by establishing an office in Lagos, Nigeria where the bank has long standing relationships. Business creation will centre on offering a comprehensive package of services including, but not limited to, aviation finance, venture capital, project structuring and debt conversions.

This position will be of interest to those who are creative marketers, are self motivated and have significant banking or finance experience in Africa, preferably including Nigeria. Suitable academic qualifications are required as are strong interpersonal skills.

Please forward CV (resume) to:
Box No. A678, Financial Times, One Southwark Bridge, London SE1 9HL

Jonathan Wren Leasing

DIRECTOR - LEASE BROKING £Highly negotiable + equity

Our client is a leading financial services group with backing from major international funders. The entrepreneurial team have demonstrated the ability to profitably penetrate niche markets and are particularly well regarded for their big ticket leasing activities and substantial sales and financing operation.

A skilled leasing professional is now sought with the experience, drive and enthusiasm to establish a medium ticket lease broking activity. The appointee, a proven income generator, will have sole responsibility for this autonomous unit, drawing upon the considerable support and contacts of a highly respected institution.

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IMI Securities Ltd deals actively in the Italian, Austrian, Spanish, French and German stock markets and is a leading broker of Italian and Austrian stocks in London. The company is expanding its activities in Hungary, and IMI Securities Ltd was a manager of the first fully listed stock in Budapest, IBUSZ. IMI Securities Ltd is a steadily growing, profitable company offering a productive and non-bureaucratic working environment. Applicants must have initiative, a high degree of motivation and be confident of producing first rate work.

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The successful applicant will be responsible for those elements of economic development which encompass planning, construction, property management and sales.

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The Development Board is located in Newtown, Mid Wales and is responsible for the economic and social regeneration of 40% of Wales. During its first thirteen years The Development Board has made a significant impact on the area's problems and is now acknowledged to be at the forefront of the introduction of rural initiatives within the European Community.

The aim of The Development Board is to create a self-sustaining economy within its area and the successful applicants will form part of a strong management team advising Members and implementing policies to achieve this aim.

Application forms and Information Packs are available from the Personnel Officer, The Development Board for Rural Wales, Ladywell House, Newtown, Powys, SY16 1JB (Tel. No: (0686) 626 965). Prospective candidates who would welcome an informal discussion about either post should contact Mike Flanagan on the above number. Completed application forms should be returned to the Personnel Officer by 6th August, 1990.

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ACCOUNTANCY COLUMN

Time to decide about the value of goodwill

By Roy Thomas

MUCH has been written about goodwill and the Accounting Standards Committee's new proposals, set out in Exposure Draft 47. Debate has become widespread, with a big proportion of UK industry adamantly opposed to the proposals. It is therefore unlikely that ED47 will become a standard in its present form.

The ASC will be superseded in August by the new Accounting Standards Board, with reinforced legal powers; it is likely that one of their first tasks will be to resolve this issue.

The details of ED47 have been well aired, as has the debate which ensued. It is not the intention of this article to rehearse the pros and cons of the ASC's proposals or attempt to reconcile the ideas being put forward by opponents. What is evident from the debate is the importance of the subject - goodwill - and the inadequacies of present accounting practices to cope with it.

My purpose, therefore, is to examine some of the issues involved in a constructive fashion, with an eye to seeking a way forward in what is becoming an increasingly sterile stand-off.

The nature of goodwill: Let us first examine what goodwill actually is. It is not a collective noun for all intangible assets. A number of intangibles can be separately identified and ascribed individual values with specific lives. This is true of patents, licences, agencies, franchises and some trade marks. Here the principle is clear. The intrinsic problem with assessing goodwill is that it is difficult to define precisely what it is.

For example, purchased goodwill does have a cash value attached to it. Company A acquires Company B for £1m, but can only identify and value its assets at £800,000. It nevertheless is willing to pay £1m, so presumably feels the additional £200,000 has some value. What does it represent? Is it Company B's reputation in the market place, its sustainable market share, its skilled workforce, the location of its operations?

Or is it simply what has to be paid to gain control? If so, will control lead to enhanced profitability, through boosted sales, cost reductions, shared know-how? How does one value these elements? Do they have finite lives, and if so how does one determine it?

The problem is, as we regard goodwill as a balance sheet asset, and indeed how we read the balance sheet.

The balance sheet: So far we have concentrated on purchased goodwill - as does ED47, and SSAP22. There are sound practical reasons for this: the overall cost can be identified at a specific point in time. Which brings us back to the balance sheet: accounting convention requires that we only record assets and liabilities which have a historical cost - it is a snapshot taken on a particular date, and does not pretend to be anything else.

Should this be so? It certainly creates anomalies. The ill-fated current cost accounting debate exposed many of the issues surrounding historic costing, without fully resolving them.

Currently, proponents of brand valuation are pointing out the balance sheet's deficiencies in not recognising their value. Certainly if one compares

the market value of most of the leading UK public companies - if it is valued by the Stock Exchange or in a takeover - with the very significant discrepancy between net tangible assets and the total. Much of this is goodwill, by definition arising from the success of the company's operations. Should this not have a balance sheet value?

A prominent member of the accountancy profession recently produced an apt definition: "Accounting is about recording what happened in the past so that we can make up our minds about the future." It is possible to reconcile the requirements and disciplines of historical accounting with a sensible approach to the present and future. If one is guided by this rule,

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Finance Director

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Continued investment in people, opportunities and ideas.

THE POSITION

Full responsibility for new management accounting function. Small team. Full support.

Major challenge for define, create, manage and implement further management information developments in line with changing requirements of successful business.

Please reply in writing, enclosing full cv.
Reference 12300
54, Jeremy Street, London, SW1Y 6LX

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BIRMINGHAM • 021-233 4656 • MANCHESTER • 0625 539953 • GLASGOW • 041-204 4334
SLough • 0733 694844 • HONG KONG • (852) 5 217133

This company, part of an international plc, operates within a niche market providing highly responsive air courier and freight forwarding services. Recent significant investment allows the company to operate from modern premises using sophisticated computerised financial and operational systems.

With plans for further rapid growth there is a requirement for a first class Financial Controller to manage and develop all the financial and management information systems. As you report to the Managing Director, of equal importance will be your ability to make sound commercial judgements and decisions to help the future strategic direction of the business.

Candidates, qualified accountants aged over 28, will be fully conversant with the latest computerised management systems used in a fast moving business environment. As an individual you are likely to be an instigator with flair and vision, eager for the continual change necessary to maintain this company's position as a market leader.

This is an outstanding opportunity for a mature committed professional for whom there are excellent further opportunities within this diverse Group.

The attractive conditions of employment include excellent pension, subsidised mortgage and relocation expenses if necessary.

Male or female candidates should submit in confidence a comprehensive c.v. or telephone for a Personal History Form to, J.A.D. Fisher, Hoggett Bowers plc, 21 Charlotte Square, EDINBURGH, EH2 4DF, 031-220 3980, Fax: 031-220 3988, quoting Ref R12028/FT.

Hoggett Bowers

BIRMINGHAM, BRISTOL, CAMBRIDGE, CARDIFF, EDINBURGH, GLASGOW, LEEDS, LONDON, MANCHESTER, NEWCASTLE, NOTTINGHAM, ST ALBANS, SHEFFIELD, WINDSOR and EUROPE

Financial Controller

M4/M25 Heathrow Area,

Negotiable c £30,000,
Car, Excellent Benefits

Finance Manager

CIRCA £30,000 + BONUS + CAR

NORTH WEST

This is an influential high profile role within a leading consumer electronics company that is part of a prestigious and profitable multi-million group. It will appeal to business minded, qualified accountants who enjoy the interface with commercial and operational departments and who can operate in a fast moving and changing £50m+ division.

Reporting to the Divisional Director, the successful applicant will be expected to make a vital contribution to the strategic development of the company, whilst ensuring the provision of a highly professional accounting service through a team of 40+. Of equal importance will be creative input into non-financial issues handled by the senior management. Qualified Accountants, probably aged 30-40 years, must have experience at a senior level within a commercial operation, preferably multi-site. Extensive financial and systems knowledge coupled with first class managerial and interpersonal skills are also essential requirements.

The benefits package will reflect the seniority of the role and includes a significant bonus and assistance with re-location where necessary.

Interested applicants (male or female) should send a detailed CV or ring for an application form on 0625 533364 (24 hours) quoting reference 1698/FT.

WICKLAND WESTCOTT

HUMAN RESOURCE CONSULTANTS
Barton Court, Alderley Road,
Wilmslow, Cheshire SK9 1NX
Telephone: (0625) 532446

A NEW ROLE IN A NEW COMMERCIAL CULTURE

BUDAPEST

Our client has a controlling interest in a leading Hungarian manufacturer. A leader in its field, this heavy engineering company employing 750 people can now look forward to further market expansion. Selling to both national and international customers, the British holding company will help make available further distribution channels and encourage new product development.

Reporting to and working closely with the Canadian English-Hungarian speaking Finance Director, the Chief Accountant will have responsibility for the day-to-day control of the accounts department. Working as part of a mixed Western-Hungarian management team, you will also have considerable involvement in the development and implementation of the computerised accounting systems and deputies for the Finance Director in his absence. Indeed it is envisaged that the successful candidate

will be groomed to succeed the Finance Director. This is a new and attractive opportunity for an experienced Accountant whose technical excellence can be complemented by fluent Hungarian to communicate effectively within and outside the organisation. You need not be professionally qualified but must certainly have a good working knowledge of Western Accounting principles, ideally some experience of computerised systems, and a hands-on approach to the job in an engineering environment.

To find out more about this exciting opportunity based in Budapest please send your CV to our advising consultant, Fiona Davidson, at Seer Selection Ltd, Marco House, 293 Regent Street, London W1R 7PD. Alternatively, please telephone her on 071-631 0479 (days) or 081-470 0534 (evenings and weekends).

SEER
Seer Selection
RECRUITMENT CONSULTANTS

FINANCIAL DIRECTOR DESIGNATE

Cheshire To 35,000 + Bonus + Car

Following a period of exciting growth, SAMAC, one of the UK's leading steel stockholders has created a Strip Mill Products Division, based in Altrincham, Cheshire. Working closely with the Chairman and Managing Directors this new post offers the qualified accountant active participation in the key business decisions.

Early tasks will include the advancement of financial and management information systems with particular accent on costing.

Aged 35-45 you should demonstrate an active and creative mind along with excellent communication skills. Further growth is planned and you will have active involvement in the assessment of potential acquisitions and investment opportunities.

Please send full personal and career details including current remuneration level and daytime telephone number, in confidence to Stephen Wells, Burgess Daring Recruitment, at the address below.

BURGESS DARING
Recruitment

Upper 5th Floor, Royal Exchange, St Ann's Square, Manchester M2 7EH.

GROUP FINANCIAL CONTROLLER-EUROPE

Milan Based

This Fortune 500 FMCG multinational have significantly grown their European operations and as a result a new position has arisen within the senior management team.

Individuals who enjoy substantial freedom in executing their responsibilities and have strong leadership skills will thrive within this corporate culture.

Based in Milan, and reporting to the Group Director the successful candidate will participate in and contribute to the development of the European group with current sales in excess of \$250 m. This will involve the monitoring and control of the finance functions of a number of subsidiaries throughout the continent, and participation in the group's acquisition activity.

ACA/CPA

cLIT. 180 Million (c£85,000)

Major responsibilities will include the development of management information systems, accounting policies and reporting procedures.

Key candidate requirements in addition to being a graduate chartered accountant, CPA, or equivalent qualification will be:

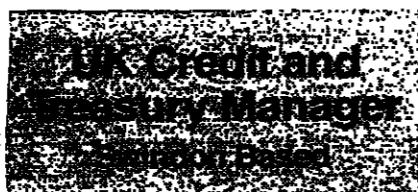
- proven manufacturing accounting experience
- experience of working for a major international group.

The package will consist of a high base salary, substantial bonus, car and relocation assistance.

Interested applicants should telephone Jonathan Cohen on 071-437 0464 or write to him, enclosing a detailed CV, at the address below.

ROBERT WALTERS • ASSOCIATES

RECRUITMENT CONSULTANTS
Queens House 1 Leicester Place London WC2H 7BP
Telephone: 071-437 0464



Intel Credit and Treasury Manager

Intel's business in the UK generated in excess of \$200m revenue in 1989. The UK Credit and Treasury Manager with the team provide total professional credit management and treasury support to this business.

This is an excellent opportunity for a career minded individual to head up a function with the following objectives:

- Managing a dynamic credit group where an active contribution to business growth pose hand in hand with operation of our risk assessment and collection practices.
- Managing and forecasting cash positions and monitoring day to day bank relationships in the region.

This is a senior position reporting to a European HQ function as well as being part of the regional management team.

Background requirements include an appropriate degree level qualification with 3 to 5 years' relevant credit/treasury experience, including a period of supervising staff. Membership of the Institute of Credit Management is preferred.

The rewards include a competitive merit related salary, free private health and life assurance, profit sharing, stock participation plan and company car.

Please write, enclosing a current c.v., to Ray Withey, Intel Corporation (UK) Ltd., Pipers Way, Swindon, Wiltshire SN3 1PJ. Alternatively, phone for an application form on: (0793) 698633.

intel

Director
Printers' Charitable Corporation

- THE OBJECTS of the organisation are to provide support, advice, and practical or financial arrangements for present and former members of the printing industry and allied trades.
- RESPONSIBILITY is to the Chairman of the Council for all operations with particular emphasis on fund raising and the effective administration of a sizeable investment portfolio.
- THE NEED is for proven leadership skills and an impressive record of large scale fund raising activities.
- SALARY will not be a bar to suitable candidates. Age range 35-55. Location South East England.

Write in confidence, enclosing Curriculum Vitae, and quoting reference 7291/FT to:

TK
SELECTION

8 Hallam Street, London W1N 6DJ. Telephone 071-580 2924.

Fax 071-631 5317

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C.£30,000
+ Benefits

Glaxo

Senior Internal Auditor

£24-28,000 Package + Quality Car

M4 Location

Providing first class exposure to high levels of European and Worldwide Management, the role demands a solid audit background combined with the strength of personality to present findings and recommendations to senior level decision makers.

As a Chartered Accountant with a background of computer audit, you are seeking a stimulating environment, overseas experience and the opportunity to gain front line commercial experience. This opportunity is overtly viewed as a springboard to higher level positions and the initial rewards package includes excellent salary, bonus, profit share, pension scheme, BUPA and relocation assistance.

To make an immediate application, call Sue Kelly on Linkline 0800 269702 (weekdays 9.00am-5.30pm, Thursday until 7.00pm), or send your cv to Tony Clay, LINK Management Selection, 5 Queen Square, Bristol BS1 4JQ.

LINK

Telephone free of charge
on Linkline 0800 269702

Finance Director

South Coast

£50,000 + Bonus + Car

Our client is a highly regarded UK plc that is undoubtedly a major force within its sector and acknowledged as one of the fastest expanding companies in the UK. The achievement of compound growth, almost trebling turnover within the last five years to its current level of c£300m, provides the commitment to continue further expansion both through the strength of existing businesses and by acquisitions.

The organisation now seeks to build on these achievements to date by the appointment of a Finance Director at one of its key operations. The role will control the financial affairs of the business and work closely with the Managing Director in directing, planning and effecting its future strategy.

Candidates for this excellent opportunity should be accountants of

the highest calibre, age indicator early/mid 30's, with a practical commonsense approach and an ability to work in a very fast pace environment. A high level of commitment with the ability to work under pressure and make sound commercial decisions is paramount. Please telephone or write enclosing a full curriculum vitae quoting ref: 428

Philip Cartwright FCMA,
97 Jermyn Street,
London SW1Y 6JE
Tel: 071-838 4572

Cartwright Hopkins
FINANCIAL SELECTION AND SEARCH

Finance Director – Special Projects London

Age 28-32

Our client is a rapidly expanding international group active in the financial services and corporate information sectors. As a major player in its technology driven niche markets it is committed to continue its high growth record.

Ambitious plans for the future require a highly motivated, commercial Chartered Accountant to lead a team which will play a major role in the Group's corporate development.

Reporting to the Group Finance Director, responsibilities will include:

* Appraisal, review and implementation of investment opportunities and major new projects in the UK and overseas.



Michael Page Finance
International Recruitment Consultants

c£40,000 + Car + Benefits

* Review and enhancement of the Group's management information and control systems.

The successful candidate will have qualified within a major accountancy practice and gained four to five years' post qualification experience either in a large corporate or within practice. Proven commercial skills, a good academic background and highly developed interpersonal skills are essential. Some overseas travel will be required.

For further information please write enclosing a comprehensive Curriculum Vitae to Alexandra Mutch at Michael Page Finance, Financial Services Division, 39-41 Parker Street, London WC2B 5LH, quoting reference R60.

Financial Controller

Office Furniture Systems
Thame, Oxfordshire

up to £33,000
+ Car & Bonus

Vitra is an established European company, headquartered in Switzerland, which specialises in the design and production of high quality office furniture. The UK subsidiary, with showrooms in Mayfair and newly acquired premises in Oxfordshire, has established an excellent reputation over the last six years. It has built up a 'blue-chip' client base achieving sustained growth in a competitive market. To help maintain this success the UK subsidiary now needs to recruit a Financial Controller to join the management team.

The Financial Controller will report to and work closely with the Managing Director and consequently will be involved in all aspects of commercial decision making. The role carries full responsibility for the finance function, including financial and management accounting, treasury and company secretarial functions as well as

Please write, enclosing full career details to:
David Williams, Managing Director, at the address below.
Vitra Limited, 13 Grosvenor Street, London W1X 9FB.
Fax No. 071-499 1967

computer systems development and project management. The Financial Controller, who will be based in Oxfordshire, will also liaise with professional advisors and travel within Europe.

Candidates should be qualified accountants with at least two years' post-qualification experience, preferably gained in a commercial environment. Aged between 28 and 35, candidates will possess excellent communication skills and commercial flair, together with an in-depth understanding of computer systems. The ideal candidate will also have a confident and dynamic style, coupled with a proactive approach to problem solving and the ability to develop beyond the immediate role.

A salary of up to £33,000 is offered, together with a bonus, executive car and the normal benefits for a position at this level. Relocation assistance will also be offered, if appropriate.

vitra

YOUNG ACCOUNTANTS • LONDON • £40,000 + CAR + BENEFITS

Excellence at work.

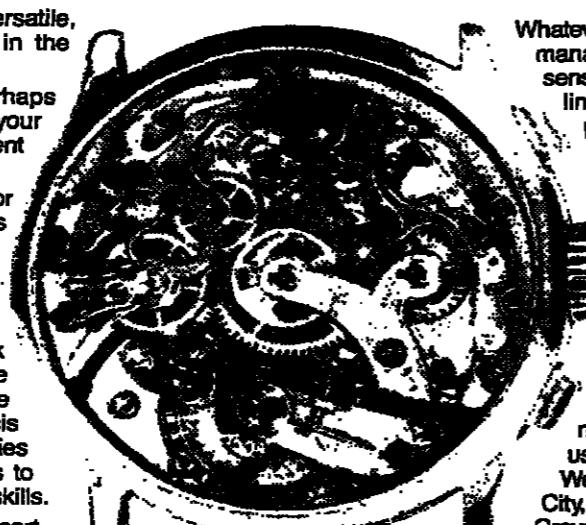
A quality chronograph wristwatch. Versatile, consistent and an accurate performer in the most testing of conditions.

All these are attributes that you perhaps recognise in yourself but which, to your chagrin, are not fully utilised in your current role.

Consider this alternative. One of the major international management consultancies have retained us to identify several young accountants (ACA, CIMA or IPFA) of partner material, to join its London headquarters.

Highly respected for the excellence of its work in both the private and public sectors, the firm believes strongly in delivering workable solutions to client problems. The nature of this work provides a wide variety of opportunities for people in their late 20's or early 30's to bring into play their full range of business skills.

For example, you might be working as part of a team advising on a privatisation, a merger review or an acquisition study. Or, you may be involved with a major organisation study, a management information system, or the profitability of a bank, venture capital company or newspaper publisher.



Whatever the project, your success in management consultancy depends upon a sense of professional pride in your work, linked to a clear, objective approach to practical problem solving. Although London based you may well find yourself working on assignments with international implications.

The environment is open and informal – the training structured, ongoing and individually focused towards building strong management and technical skills. You can also count on the full support of your colleagues. And as your achievement gains momentum, so will the speed of your progression.

If you feel the time is now right to explore a new challenge, please write immediately to us, as Selection Advisers to the company. We will arrange an early interview in the City, in Belgravia, or in Croydon. Your full cv should be addressed to John L. Thompson (Ref 1441),

Thompson Associates Ltd, Compton House, Selston Rd, South Croydon, Surrey CR2 6PA.
Fax: 081-680 9773 Tel: 081-686 6600.



Controller

Business Administration
Legal and Secretarial

c£50,000 pa + car
M3/M4 Corridor

A prestigious 'blue chip' client engaged in a 'high tech' industry is seeking an MBA or Qualified Accountant with extensive business experience, for a new position as head of the business administration function.

Working closely with the Board of Directors, you will be responsible for the formulation of the business plan, for monitoring aspects of business performance and for all company secretarial and legal matters.

In addition to providing a focus

for the corporate planning, you will be expected to ensure that controls are in place in order to monitor the performance of the operating units in meeting their targets and objectives. Some European co-ordination is involved.

The diversity and breadth of this role will involve you in pricing strategy, corporate policy, financial management, computerisation and quality control.

We envisage that the person capable of handling this diversity to be around 40 years of age.

commercially experienced and holding an MBA. A track record of successful financial planning and control will be sought.

Candidates who match this specification are invited to send a full CV indicating current salary with a brief cover letter setting out key skills and quoting reference B/1075/FT to Barrie Whitaker at:

Executive Selection Division
Price Waterhouse
Management Consultants
No. 1 London Bridge
London SE1 9QL

Price Waterhouse



Finance Director

STAFFORDSHIRE
c£40k PACKAGE + BENEFITS

This important role offers a genuine opportunity to play a key part in an established and successful Company poised for rapid expansion through organic and acquisitive growth. The Company is part of a significant British PLC and the position offers career development opportunities initially at Divisional Director level.

As a key member of the Board, the successful candidate will take responsibility for all the financial management aspects of the business to facilitate and prepare for the Company's rapid but realistic growth plans. The implementation of effective and tight financial controls and the upgrading of existing systems is necessary to provide fast, accurate and relevant management information.

To contribute successfully to the role, candidates, aged 30-45, will be qualified accountants, strong managers with a breadth of commercial understanding supported by good financial and technical skills including computer systems development. Knowledge of low margin distribution would be highly advantageous.

Apply in confidence by sending a detailed CV quoting Reference 508 to:
Staniforth-Endsor & Partners, 37 Avon Road, Hale, Cheshire WA15 0LB.
Tel: 061 927 7462. Fax: 061 929 8098.

STANIFORTH-ENDSOR
& Partners
CONSULTANTS IN ORGANISATIONAL COMPETITIVENESS

Corporate Finance Director

The British Standards Institution needs a qualified accountant to fill this critical post which will shortly become vacant on the retirement of the present incumbent.

Reporting to the Director-General, the Director will control the corporate finance function for the whole range of BSI's businesses. The Director will give a professional lead to the finance personnel working in each business area ensuring that all financial and accounting activity meets the recognised standards. The Corporate Finance Director is also responsible for the central computing function.

The post will be located at BSI's Mayfair headquarters.

Salary will be by negotiation at £40,000 plus. An excellent benefits package includes 25 days annual leave, car and private medical insurance. Relocation assistance will be given in approved cases.

Please write - in confidence - stating how the requirements are met to Lionel Koppen, ref: B1128, MSL International (UK) Limited, 32 Aybrook Street, London W1M 3JL.

BSI
Working for Quality

FINANCIAL DIRECTOR Designate

c£25,000 + car + benefits

Our client, a profitable subsidiary of a successful Plc, is currently involved in an exciting period of growth. Building on its historical connections and Royal Warrant, it has reached substantial international markets of a range of luxury, branded leather goods worldwide, and has plans to acquire a prestigious old established family business, to complement its product range.

The very attractive package includes a salary negotiable around £35,000 partly paid offshore, free housing, car, generous annual leave with paid air fares, and comprehensive relocation assistance.

Please write - in confidence - to Jim Ranger, Ref. FT 2145, MSL International (UK) Limited, 32 Aybrook Street, London W1M 3JL.

MSL International

ACCOUNTANT REQUIRED (NOT NECESSARILY QUALIFIED)

For expanding Civil Engineering/Building Company. The ideal candidate will be able to work on their own initiative, covering all aspects of the daily routine of a hectic accounts office. A sound knowledge of the construction industry and computerised accounts is essential, coupled with the capability of producing profit & loss and balance sheet. The successful candidate must have a flexible approach and have a good sense of humour to cope with a small personal environment. An excellent salary is offered to the right applicant.

Please reply with full C.V. to: Miss Gill Martin
J. DEVINE LTD
135 EWELL ROAD
SURBITON
SURREY KT6 5AE

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understanding of
industry will be
in solving and the
offered, together
and the normal
appropriate

Finance Director Designate

Northern Home Counties,
£40,000, OTE, Car, Benefits

Hoggett Bowers

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AGENCY · DEVELOPMENT · INVESTMENT · PROFESSIONAL SERVICES

Edward Erdman is a leading international firm of professional property advisers active in all aspects of today's dynamic property industry. Employing over 450 professionals and support staff, Edward Erdman's head office is based in the West End with offices in Europe as well as the City, Leeds and Glasgow.

FINANCIAL CONTROLLER INTERNATIONAL PROPERTY SERVICES

c. £45,000 + CAR + BENEFITS

Edward Erdman is currently undergoing substantial change, rapidly moving from a partnership to a corporate culture, so this position offers a challenging opportunity for a progressive, self motivated, commercially astute Chartered Accountant to support the development of the Group in the areas of financial control and management information.

Reporting to the Director of Finance you will be responsible for the financial and management accounting function of the company as well as the leadership of an accounts team of 11 staff. You will have day to day interaction with all the organisation's divisions, so you must be able to demonstrate well developed inter-personal and communication skills as well as strong technical and systems ability. Familiarity with French would be an advantage.

This is a unique and exciting opportunity to develop into the corporate finance arena as the organisation develops, with immediate Director level status so it is likely that you will have top level experience, flair and tenacity.

Write enclosing your Curriculum Vitae to: Jane Budd, Recruitment and Personnel Manager.

Edward Erdman - 6 Grosvenor Street - London W1X 0AD - Telephone: 071-629 8191

Edward Erdman

AGENCY · DEVELOPMENT · INVESTMENT · PROFESSIONAL SERVICES

GROUP TREASURY MANAGER

London based

Negotiable remuneration package £38,000

A nationwide organisation providing a wide range of design, project and maintenance management and estate surveying services has recently been reorganised and requires a Group Treasury Manager.

You will be responsible to the Group Finance Director for managing the Group's cash and borrowings and will maintain close liaison with the Group's bankers, ensuring that adequate credit facilities are always available to meet the needs of the Group.

You will advise the Group Finance Director on all aspects of financing policy and cash management and will ensure that adequate systems are in operation to forecast the cash needs of the businesses within the Group. You will also liaise with the Group Financial Controller on accounting issues and with Divisional Finance Directors on the management of cash within their businesses.

Motivation, self confidence and interpersonal skills will all be characteristics required to enable the successful candidate to operate in this changing and challenging environment. Applicants should be suitably qualified and have had experience of working in a similar capacity in a large organisation.

Please write, enclosing a detailed CV indicating current salary to Ms PM Dixon, Room 539, Lambeth Bridge House, Albert Embankment, London SE1 7SB. Tel: 071-238 4913.

FINANCE DIRECTOR (Designate)

DEVON £35,000 + Car

Rockeagle, a highly profitable and expanding property development investment group requires a finance director (designate) to join their senior management team.

The role will include overall responsibility for the financial management and administration of the group and will involve project planning and corporate finance.

You will be a qualified financial manager, aged 30-50, with proven commercial skills and relevant previous experience in either the property development or construction industry is desirable. Flexibility, enthusiasm and the ability to work as part of a small but highly committed management team is essential.

Please send full personal and career details to:

Mr Mark Kay,
Managing Director,
Rockeagle Limited,
Mamhead House, Mamhead, Exeter, EX6 8HD

N.E London Specialist Retailer PLC

Requires Ambitious Finance Controller Director Designate

Circa £35K

We are looking for a HIGH CALIBRE qualified Accountant, age 29-35, with excellent Technical background, varied commercial experience with leadership and communication skills.

In addition to being responsible for controlling the Financial and Administrative requirements the candidate would work closely with the Chairman and his team in the development of the business and increase its already dominant position in the sector.

Write to Box A881, Financial Times,
One Southwark Bridge, London SE1 9HL

FINANCE DIRECTOR

£26k inc
Bonus + Car

Based at the
Coventry HQ.

Manufacturing

Our client, a £10m international business in precision engineering, is part of a fast expanding acquisitive PLC with exciting plans for further development and entry into new markets. This post calls for a qualified Accountant, Chartered or Cost and Management, to play a key role in the introduction of a new computerised financial and management information system.

Candidates must understand the financial, commercial and production aspects driving a manufacturing business.

The salary will be around £26k including bonus, quality car, pension and health care schemes.

Please reply in writing enclosing full CV to:
Appointments Manager, Severn Advertising,
Severn House, 30 Ombersley Street West,
Droitwich, Worcs WR9 8QX.

Applications will be acknowledged and forwarded immediately to our client. Please indicate separately if there are any companies to whom your application should not be sent.

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Financial Controller

To £35,000 plus car and benefits

Milton Keynes

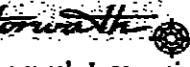
Lotto UK is the British subsidiary of Italy's largest sports company Lotto S.p.A.. An international group, Lotto has subsidiaries in six major European countries as well as the USA, and is considered to be one of the top 15 sports companies in the world. Although the group has diverse commercial interests, it concentrates on the design and production of soft sports goods and has attained a reputation in the sports shoe and sports apparel markets. The UK subsidiary was founded just over one year ago and has grown quickly expecting to report a turnover in the region of £3.5m this year.

In order to manage and control its continued growth, Lotto UK now needs to recruit a Financial Controller who will be solely responsible for all financial aspects of running the company. Reporting directly to and working closely with General Manager, the Financial Controller will be expected to contribute actively to management decision

making. Specific duties will involve production of financial and management accounts, reporting results to the Italian parent, assisting with business planning and development and supervising the accounts team. Candidates should be qualified accountants with at least two years' post qualification commercial experience. The ideal candidate will be commercially minded with a dynamic, flexible approach and the ability to communicate at all levels. Sound technical skills and interest in sport are considered essential for any candidate to be successful in this role.

A salary of up to £35,000 is offered together with a company car and the normal benefits for a position at this level. Relocation assistance will be provided if appropriate.

Please write, in confidence, to our recruitment adviser, Sean Connolly at the address below quoting reference SH1A. 1483

STOY HAYWARD CONSULTING 
8 Baker Street London W1M 1DA Fax: 071 487 3686 A member of Horwath International

FINANCIAL CONTROLLER

C £25,000 p.a.

A Leader in Entertainment Software Development and Distribution

We are a London based subsidiary of a multi-national £1 billion turnover UK corporation specialising in the development and marketing of an exciting range of Entertainment Software products in the UK, Europe and the USA.

We are ideally seeking a person able to portray a background and experience in line with the following criteria:

In line with the rapid expansion we are enjoying, i.e. a turnover of £0 to £7 million in five years, we require to appoint a Financial Controller who will be responsible for the whole of the company's accounting facilities including MIS computer systems.

- A qualified accountant i.e. ACCA, ACMA, or ACA with a minimum of three years experience working at a senior level within FMCG/Commercial environments.
- An understanding of the need for producing Management Information in line with predetermined timescales.
- The interpersonal skills necessary to work with all levels of management and staff.
- The ability to manage personnel engaged in supporting the company's financial accounting via computer based systems.

Ring our advising consultant MIKE THORNE now on 0444 415676, or at any time (including weekends/evenings), or send a copy of your CV to the address below. Arrangements will be made for you to attend an immediate interview at any convenient location.

LAMBLEY
PROFESSIONAL RECRUITMENT CONSULTANCY

1 Franklyn Suite, The Priory, Haywards Heath, West Sussex RH16 3LB
Telephone: (0444) 415676

INTERNATIONAL SERVICES MANAGER

Negotiable from £24,000 plus car,
profit share & banking benefits.

Leeds

Yorkshire Bank has a record of successful expansion. We are continually developing our services to meet the needs of our customers and changes in the banking industry. Currently we are expanding our international banking facilities and have created this challenging new position to head up the function.

Candidates should have wide experience of all facets of international operations including correspondent banking.

The successful applicant will be responsible for introducing new systems and developing existing resources. There will be opportunity for liaison with branches and visits to major customers. We shall, therefore, be looking for a capable administrator with strong managerial and interpersonal skills.

To apply for this key career position, write with full C.V. to Neil Sternbach, Manager - Personnel Selection

Yorkshire Bank 
20 Merrion Way, Leeds LS2 8NZ
We are an equal opportunity employer

FINANCE MANAGER

Demanding new role in financial services

Age 27-35
West Yorkshire

£30-35k package
+ car + benefits

Our client is a leading name in the financial services sector. It has been increasingly successful in recent years through positive marketing and a firm commitment to customer service, allowing it to grow rapidly and profitably. With the support of sophisticated MIS, it has responded quickly to a dynamic marketplace. The pace of change has now created the need for a talented, ambitious professional to join the senior financial team.

Reporting directly to the Finance Director, your role will have several facets. Your main aim will be to introduce advanced controls and a more commercial approach to the departments you manage, comprising some 35 staff. The nature of the business necessitates a fast reaction to situations as they arise, and the development of effective solutions. Further computerisation, statutory reporting and ad hoc feasibility studies are other recurring features.

This is a high profile role. You will need to have a quick thinking and logical approach to the business, strong man-management skills and be a fluent communicator, as you will frequently interface with the Board and other disciplines.

You will be a qualified Accountant, either directly from the profession or pursuing a successful career in commerce/industry. If you enjoy a fast-moving, demanding environment, this move could reward you with excellent future prospects.

Please reply to Jackie Hardisty or Lawrence Barnett at our Leeds office on 0532 446611 quoting ref LD239

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ASB RECRUITMENT LTD

Quebec House, Quebec Street,
Leeds LS1 2HA. Tel: 0532 446611
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ACCOUNTANCY
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Financial Director
Wiltshire
To £40,000 + Car + Benefits
Working for this Swindon based national market leader, keeping in close liaison with both the Chairman and Managing Director, you will be a fully qualified A.C.A. with engineering/manufacturing experience. Taking full responsibility for the financial function as well as contributing to the planning and growth of the company, you will be under 45 years of age. (Our Ref: SAN 2102).

Qualified Highflier/ P.A. to Chairman
Wiltshire
To £30,000 + Car
Required for this commercial appointment with a prominent, national leader, current turnover £20m. Recently recruited, seeking a move into a non-routine accounting role, you will be of the highest calibre, an energetic, good all rounder possessing the confidence and capability to make a real impact on business performance. Languages an advantage (but not essential). (Our Ref: SAN 2067).

Please contact Catherine Wood BSc in the strictest confidence to discuss these and other vacancies.

ALEXANDER HOUSE
19 FLEMING WAY
SWINDON
WILTSHIRE SN1 2NG
TELEPHONE 0793 612222
FACSIMILE 0793 542554

RADLEY COLLEGE

BURSAR

Applications are invited for the post of Bursar and Secretary to the Governing Council on the retirement of Mr M M Jones MA ARCS in 1991. It is intended that the new appointment should run from 1st April 1991 and overlap with the present Bursar for one term.

Duties include the management of the day to day finances of the College, budgeting and reporting to the Council, and the supervision of buildings, all equipment, grounds, playing fields and the College estate.

The successful candidate will almost certainly be a graduate or hold an equivalent qualification and will be not more than 55 years of age.

Particulars may be obtained from:
The Chairman of the Council,
c/o The Bursar, Radley College,
Abingdon, Oxon, OX14 2HR

to whom applications should be addressed.

Closing date for applications is:
10th September 1990

A LONDON MANAGEMENT CONSULTANCY OFFERS EXCITING OPPORTUNITIES AND COMPETITIVE RENUMERATION FOR PROFESSIONALS EXPERIENCED IN:

ACCOUNTING

- Accountants with fraud and liquidation expertise.

- Qualified / experienced accountants.

SECURITIES

- Individuals with general operations expertise at all levels.

- Individuals with share registrar and transfer experience especially at a senior managerial level.

- Individuals with Unit Trust administration expertise.

Please write to Box No. A866, Financial Times,
One Southwark Bridge, London SE1 9HL

**ROBERT BROOKS
(AUCTIONEERS) LIMITED
COMPANY
ACCOUNTANT / FINANCIAL
CONTROLLER**

Due to rapid expansion, Robert Brooks, one of the world's leading vintage car auctioneers, requires a Company Accountant / Financial Controller to oversee all financial aspects of this dynamic auction house. Reporting directly to the board, the ideal candidate will have developed good financial, management and communication skills within a commercial environment. The minimum qualification will be either ACCA or ACA with two years PQE. The successful candidate can expect a competitive salary with a company car. Please enclose a full CV to Robert Brooks at Robert Brooks (Auctioneers) Limited, Dept FT1, 81 Westside, London SW9 9AY.

FINANCE MANAGER

London N.19 C. £28,000 + car

Our client is a supplier of temporary personnel to the building, electrical and mechanical market sectors, and also has plans to diversify into other areas.

They are seeking to recruit a Finance Manager, reporting to the Managing Director, who will run the Company's day to day financial operations.

The successful candidate will ideally be a young computer literate qualified accountant, who has some experience in the field of credit control. You will have a confident, assertive personality, and possess strong communication skills.

Please send your C.V. with salary history to Mr. C.D. Carr.

Fraser & Russell
Chartered Accountants
Corporate Development Services
4 London Wall Buildings
Blemeild Street, London EC2M 5NT.

Financial Director
Engineering Group
South Africa

Part of a British multi-national engineering group, the South African operation consist of 6 companies, with a turnover of approximately £30m. Based in Jo'burg, the Financial Director will be a member of the head office management team, with full responsibility for the financial and IT functions. Key tasks will include evaluation and negotiation of acquisitions, tax planning, treasury management, financial and systems restructuring. Candidates must be graduate chartered accountants (CA or CMA), probably in their late 30s, who have both management and financial accounting experience, ideally gained in a manufacturing environment. This is a very broad role requiring someone with strong commercial orientation and first class accounting skills. Base salary indicator is c.£40,000 plus normal executive benefits. 3 year contract; guaranteed return; potential for group career opportunities. Please reply in confidence with full career details to Peg Eva, as adviser to the company at Selection Thomson Ltd, 24-25 New Bond Street, London W1Y 9HD or 14 Sandyford Place, Glasgow G3 7NB.

Selection Thomson
London and Glasgow

Group Financial Controller (UK)

For a world leader in consumer products with sales in excess of £3 billion, renowned internationally for its marketing skills and innovation.

- **RESPONSIBILITY** is to the Managing Director in the United Kingdom for financial planning, control, analysis and treasury.
- **THE NEED** is for a graduate accountant, fluent in French, with not less than five years experience in a multinational f.m.c.g. environment.
- **LOCATION** — London; preferred age 30.
- **SALARY** — c.£40,000 plus performance bonus and substantial benefits.

Only candidates with an outstanding record to date and potential for further significant promotion should apply.

Write in confidence, enclosing Curriculum Vitae, and quoting reference 7295/FT to:

TK

SELECTION

8 Hallam Street, London W1N 6DJ. Telephone 071-580 2924.
Fax 071-631 5317

A DIVISION OF TYZACK & PARTNERS

FINANCE MANAGER

South Midlands

£25,000 basic + car

Plus M.B.A.

Study Assistance

Our client, a £100m t/o manufacturing subsidiary of a £1bn+ plc, has recently completed a two year exercise of upgrading all its systems which has already significantly contributed to an enormous improvement in its bottom line and customer service.

It now wishes to appoint a pro-active finance manager to work closely with departmental managers in other disciplines to ensure that the maximum benefit of the systems' changes are realised. Other responsibilities include managing and directing a department of 30 which has won a prestigious training award for the last three years.

To be successful in your application you must be qualified, aged 28-40 with well-rounded technical skills and relevant manufacturing experience. You will also be highly articulate, commercially sensitive and probably aspire to general management.

We see this as an excellent opportunity to develop not only a broader understanding of manufacturing, but also to improve your academic breadth.

To apply, please contact Chris Davis on 021 233 0101 or write to him at the Birmingham Office.

ASB
ASB RECRUITMENT LTD

Wellington House, 34 Waterloo Street,
Birmingham B2 5JL. Tel: 021-233 0101
Fax: 021-233 0027

Also at: Leeds, Liverpool, Manchester
and Nottingham

A Division of ASB Barnett Kinney, Plc

Finance Manager

Bucks

c £30,000 + car

Our client is the automotive subsidiary of a dynamic £2 billion turnover international group whose interests also include aerospace and industrial systems. They have a major presence in Europe and deal with most vehicle and engine manufacturers. The aftermarket operations division is a substantial contributor to corporate profitability and one of its key units in the diesel parts and service operation located in Buckinghamshire. The unit, which has a turnover in excess of £76 million, seeks a Finance Manager in his or her late 20's or early 30's whose key tasks will be:

- To ensure compliance with statutory accounting requirements and provide timely and meaningful management information.
- To work with senior management on business plans, forecasts and budgetary control.
- To assist in the development of the business on a European and international basis.

The successful candidate will be a qualified accountant with at least 4 years post qualification experience, preferably in a manufacturing environment. Some years responsibility for accounting and management reporting in a medium sized business unit is essential. A facility with one or more European languages will be an advantage.

This is a senior management appointment with an attractive benefits package which will include relocation assistance in appropriate circumstances.

Write to confidence to John Gregory at JC&P, Brickhill House, 701 South Fifth Street, Witton Gate East, Central Milton Keynes, MK9 2PR, demonstrating your relevance clearly and quoting reference 5208/FT.

**John
Courtis
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The London Branch of BAYERISCHE LANDES BANK is

Internal Auditor

The right candidate will be a recently qualified ACA with bank/financial institution audit experience, excellent interpersonal skills and an ability to work on own initiative, reporting directly to Branch Management and Head Office.

We are offering good long-term prospects and a competitive, negotiable remuneration package.

Please reply with CV giving full details of career to The Personnel Manager, Bayerische Landesbank Girozentrale, Bavaria House, 13/14 Appold Street, London EC2A 2AA.

Bayerische Landesbank
Girozentrale

FINANCIAL CONTROLLER, EUROPE
C.£30,000 pa. + CAR

Our client, one of the fastest growing divisions of a major service industry group, is already well established in Europe. Subsidiary company and joint venture operations account for an increasing share of divisional revenue and this has created the need to strengthen the financial team.

Reporting directly to the Finance Director, the role encompasses all aspects of financial control for operations in mainland Europe, including reporting systems, analysis and comment on trading results, profitability reviews and acquisition and joint venture proposals.

We seek a self-motivated, qualified accountant, probably aged 30+, with highly developed communication skills and the ability to motivate and influence those over whom he has no direct authority. Ideally from a service industry background, actual experience of living and working in Europe, and fluency in at least a second language is highly desirable. Experience of acquisitions, particularly in Europe, would be an asset, as would some familiarity with contract and price negotiation.

The range of benefits is excellent and definite opportunities exist for career progression within the Group.

Please write with full c.v., quoting Ref: E.225, to:

EXECUTIVE 2000, SUTTON PARK HOUSE,
15 CARSFELD ROAD,
SUTTON, SURREY SM1 4LE.

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